

Details

Institution name:	Bournemouth University
Cohort number:	8
Date of submission:	23 <sup>rd</sup> June 2023
Institutional context:	Refer to summary. Post 1992 University, growing in research intensity, with a small number of research staff (52) and managers of research staff (32).

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	52	34 of which are post-doctoral
Postgraduate researchers	522	Includes those enrolled on MRes, PhD and professional doctorates
Research and teaching staff	732	
Teaching-only staff	81	
Technicians	16	
Clinicians	1	
Professional support staff	916	
Other (provide numbers and details):	6	University Executive Team

Complete for submission								To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/c arried forward/n o further action)	
<b>Environment and Culture</b>										
<b>Awareness and engagement</b>										
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.										
EC11	Ensure all relevant staff are aware of the Concordat.	<ol style="list-style-type: none"> <li>Dedicated electronic hub; ensure adequate signposting to resources</li> <li>RDS Induction events</li> <li>Standing agenda item on action plan update at meetings – faculty (where critical mass is present) and institutional levels; to ensure RSA representations at meetings</li> <li>Research comms to promote activities and opportunities, and the Concordat to enhance researcher engagement</li> </ol>	New and updated	July 2024 – July 2026	1 – RDS 2 – RDS 3 – PRO VC for institutional and DDRPPs for faculties 4 – PRO VC, RDS & M&C	<ol style="list-style-type: none"> <li>CEDARS survey to measure</li> <li>Consider any feedback from RSA reps on lived experiences</li> </ol>	Numbers attending events and evaluation/feedback			
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	<ol style="list-style-type: none"> <li>RCSG to review the policies with relevance to researchers annually and agree input with policy owners annually. - needs to specifically mention EDI</li> <li>Promote policies relevant to research staff on the newly created research SharePoint site.</li> <li>Promote relevant policies in the RDS Academic &amp; Researcher Induction and at twice-yearly events.</li> </ol>	Yes	Each June and September 2023-2026	Head of RDS	<ol style="list-style-type: none"> <li>Minute the RCSG review of policies impacting researchers annually in June each year.</li> <li>SharePoint site is maintained with updated policies and communicated to all staff In September.</li> <li>100% of new research staff are invited to the RDS Academic &amp; Researcher Induction, 75% to attend and 90% of attendees to feedback the session is helpful.</li> <li>Impact on lived experience: new and existing research staff are regularly informed about relevant policies, ensuring they are aware of their rights and responsibilities. This continuous promotion enhances their overall experience, making them feel more supported and valued in their roles.</li> </ol>				
EC16	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.	<ol style="list-style-type: none"> <li>Develop a Bournemouth University Research Culture Quality Index that annually measures the health of our research culture and run/report annually.</li> <li>Use Faculty/Department reports &amp; Postgraduate Research Experience Survey (PRES) and the CEDARS survey to inform actions and initiatives to improve institutional practices.</li> </ol>	Yes	Develop BURQUI by July 2025.  Annual review.	PRO VC; Head of RDS; Heads of DC	<ol style="list-style-type: none"> <li>Articulate BU Research Values and identify measures for those values, to inform BURCQI baseline score for 2025 and set targets to drive year on year improvement.</li> <li>Year on year improvement in PRES satisfaction scores in 'research culture' (currently 62.6%) and 'community' (currently 67.0%) with a target of 70% in each by 2026.</li> </ol>				

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.	<ol style="list-style-type: none"> <li>To invite all researchers to engage in the development of BU's Research Values and the BURCQI.</li> <li>Encourage formal and informal peer support / mentoring via local schemes in Faculties/Departments, including reverse mentoring.</li> <li>Encourage active participation in all events that underpin our research culture.</li> </ol>	New and updated	Annual Review through to July 2026	PRO VC; Exec Deans / DDRPPs; Head of RDS; Heads of DC	<ol style="list-style-type: none"> <li>Monitor engagement with events to develop the BU Research Values and BURCQI.</li> <li>Use CEDARS &amp; PRES surveys to collect data on peer support &amp; mentoring.</li> <li>Use CEDARS &amp; PRES surveys to collect data on access to opportunities and monitor actual engagement with these.</li> </ol>				
<b>Wellbeing and mental health</b>										
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.	<ol style="list-style-type: none"> <li>Promote good mental health and wellbeing through regular communications to researchers and face to face sessions as required.</li> <li>Ensure researchers know how to report anything that has a negative impact on their health and wellbeing, including discrimination, bullying and harassment.</li> <li>Where research staff wish to undertake teaching, line managers/faculty management to ensure balance workload</li> <li>To raise managers' and researchers' awareness on HR initiatives to support flexible working for research staff</li> </ol>	Yes	Annual review through to July 2026	<ol style="list-style-type: none"> <li>1 – Head of Health, Safety &amp; Wellbeing</li> <li>2 – RDS</li> <li>3 – Line managers of researchers (depending on project)</li> </ol>	<ol style="list-style-type: none"> <li>Year on year improvement in promotion of mental health &amp; wellbeing, via CEDARS survey for staff (currently 68%) and PRES survey for students (currently 66.2%), with a target of 72% in each by 2026</li> <li>2 &amp; 4 - Include reporting in staff &amp; student induction sessions.</li> <li>3 &amp; 4 - Line Managers survey to enquire that workloads are sufficiently balanced and responsive to changing needs.</li> </ol>				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	<ol style="list-style-type: none"> <li>To direct all new managers to relevant resources, specifically to promote wellbeing and mental health</li> <li>Provide and promote wellbeing development and guidance for Managers through the Line Managers newsletter</li> </ol>	Yes	Annual review through to July 2026	<ol style="list-style-type: none"> <li>1 – Head of Health, Safety &amp; Wellbeing</li> <li>2 – Head of OD and Engagement</li> </ol>	<ol style="list-style-type: none"> <li>1 &amp; 2 can be measured through the CEDARS – aiming for 100% new managers to be successfully identified and targeted</li> <li>1 can also be measured through monitoring attendance levels on training and through the survey staff survey.</li> </ol>				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	<ol style="list-style-type: none"> <li>Managers of researchers to promote a healthy working environment.</li> <li>Managers of researchers to ensure that researchers are aware of resources to support their mental health and wellbeing, and also how to report/address incidents of discrimination, bullying and harassment, and poor research integrity.</li> </ol>	Yes	Annual review through to July 2026	Managers of Researchers Head of Health, Safety & Wellbeing	<ol style="list-style-type: none"> <li>CEDARS survey, plus Line Managers survey to ensure line managers are aware of their responsibilities.</li> <li>Include with induction checklist and line manager updates.</li> </ol>				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	<ol style="list-style-type: none"> <li>Managers of researchers to fully consider and enable flexible working requests to support researchers, wherever possible.</li> <li>Managers to highlight existence of flexible working policies and processes and examples of best practice.</li> </ol>	Yes	Annual review through to July 2026	Managers of researchers	<ol style="list-style-type: none"> <li>CEDARS survey, plus Line Managers survey to ensure line managers are aware of their responsibilities.</li> <li>Include with induction checklist and line manager updates.</li> </ol>				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	<ol style="list-style-type: none"> <li>Promoting availability of resources and support so that researchers know when and how to utilise institutional resources for their wellbeing and mental health – via corporate induction, RDS Induction, RKEDF, DC initiatives, research comms</li> <li>Wellbeing drop-in sessions through RKEDF/ DC. Some examples include the following: <ul style="list-style-type: none"> <li>The Retreat (drop-in centre aimed at PGRs)</li> <li>PGR Peer Support community (on Brightspace)</li> <li>Employee Assistance Programmes (24/7 counselling via telephone/online on any matter)</li> <li>Faith &amp; Reflection (multi-faith BU Chaplaincy on campus offering pastoral care &amp; spiritual support)</li> <li>Occupational Healthcare University NHS Foundation Trust</li> </ul> </li> </ol>	Yes	Annual review through to July 2026	<ol style="list-style-type: none"> <li>1 – Head of Health, Safety &amp; Wellbeing; PRO VC</li> <li>2 – RDS/DC</li> </ol>	<ol style="list-style-type: none"> <li>CEDARS report and PRES report to understand how researchers have accessed the various resources and had positive effect on their wellbeing</li> <li>Positive mental health initiatives: World Wellbeing Week events (capture attendance)</li> </ol> <p>Note: Impact from some of the initiatives listed is difficult to capture due to their inherent confidential nature</p>				
<b>Bullying and harassment</b>										
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.	<ol style="list-style-type: none"> <li>Promoting availability of internal and external policies (such as Dignity and Respect, Sexual Harassment and Sexual Misconduct, etc) and procedures so that researchers know when and how to utilise these policies for their general and overall wellbeing – via corporate induction, RDS induction, RKEDF, research comms</li> <li>Providing and encouraging alternative reporting mechanisms other than through the line managers e.g., Heads of Department, mentors, Occupational Health</li> </ol>	Yes	Annual review through to July 2026	Director of HR	<p>Generally practising a zero tolerance approach to bullying and harassment across the institution</p> <p>1 &amp; 2 to be measured by CEDARS report and PRES report to understand how this awareness has led to actions taken in reporting incidents which resulted in positive effect on improvement to their general situation and wellbeing</p>				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	<ol style="list-style-type: none"> <li>Including training on discrimination, bullying and harassment in line managers of researcher training.</li> <li>Line managers to regularly remind researchers of available mechanisms</li> </ol>	Yes	Annual review through to July 2026	Director of HR	<ol style="list-style-type: none"> <li>Demonstrate that 75% of managers of researchers have undertaken specific training focused on managing researchers</li> <li>Line managers' &amp; CEDARS surveys to measure awareness.</li> </ol>				
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.	Please refer to ECI3 and ECM3 – the general aim is to provide the most conducive environment that would encourage researchers to raise issues and report incidents safely	Yes	Annual review each July through to 2026	Director of HR	Please refer to success measures in ECI3 and ECM3				

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.	1. Including specific, tailored training on EDI as part of line manager training. The training is connected to the EDI strategy developed by HR and includes REF EDI training as well as mandatory EDI training.		Training to be in place by July 2024, annually until July 2026	Director of HR; RDS	1. Demonstrate that 75% of managers of researchers have undertaken specific training focused on the line managers of researchers. 2. Feedback from CEDARs and line managers' survey indicate that the training is effective and positive feedback from RSA.				
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	1. Corporate induction to cover EDI obligations and plus all new staff expected to undertake and pass mandatory online induction. 2. At post-award, RDS to identify EDI policies/grant specific conditions for relevant funders and cascade them to PI and research team.		Annual report request from July 2023-2026	Director of HR; Head of RDS	1. CEDARs and line managers' survey/ /RSA feedback 2. All post-award kick off meetings have item on the agenda				
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										
These obligations are part of the wider action plan associated with the Concordat to Support Research Integrity, details of which can be found here: <a href="https://www.bournemouth.ac.uk/research/research-environment/research-concordat/concordat-support-research-integrity">https://www.bournemouth.ac.uk/research/research-environment/research-concordat/concordat-support-research-integrity</a>										
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.									
ECM3	Ensure managers report and address incidents of poor research integrity.									
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.									
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.									
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	1. Representation of research staff & managers on all relevant institutional committees. 2. Review research leadership development to include skills training for committee chairs & research leaders on good practice to enable inclusive discussions	New and updated	Annual review through to July 2026	PRO VC & Head of RDS working with HROD	1. Pending confirmation of committee structure 2. ToRs of relevant committees 3. Feedback from leadership training programmes & staff survey/CEDARS				
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.	1. Refer to EI7 2. DDRPPs to capture voice of other managers through workshop facilitation to feed into relevant committees.	New and updated	Annual review through to July 2026	PRO VC & Head of RDS	1. Refer to EI7 2. Outcomes from survey fed into relevant committees / Line Managers survey				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	1. As ECM5	Yes	Annual review through to July 2026	Managers of researchers	1. As above				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	1. Open advertising of institutional committee opportunities. 2. RKEDF session on managing research career. 3. Mentoring on research career development	Yes	Annual review through to July 2026	PRO VC & Head of RDS; Managers / mentors of researchers	1. As above / CEDARS survey & RSA feedback				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	1. Researchers to recognise their role as stakeholders and act positively on this 2. Clear role descriptors for committee membership 3. DDRPPs to facilitate discussion forum for researchers to encourage active participation in internal opportunities / networks 4. DDRPPs to signpost researchers to relevant external networks such as British Academy ECR Network	Yes	Annual review through to July 2026	Committee Chairs; DDRPPs	All committee ToRs and descriptors circulated and easily accessible. All faculties to be represented in taking views to relevant committees. Review attendance at external networks through CEDARS survey.				

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.	<ol style="list-style-type: none"> <li>1. Continue to ensure that all selection panel chairs have completed BU Recruitment &amp; Selection training which includes bias awareness, fairness, and equity, etc.</li> <li>2. Continuously review advertisements and role/person specifications to ensure that they are inclusive, balanced and matched to projects (as opposed to traditional academic qualifications of the applicant) to encourage a diverse applicant pool.</li> <li>3. Internal and external communications surrounding DORA and associated concordats as they relate to merit-based recruitment</li> <li>4. Implement e-Recruitment software.</li> <li>5. Continuously revise and update professional development for recruiting managers.</li> </ol>	Yes	Annual review through to July 2026	Director of HR	<ol style="list-style-type: none"> <li>1. 100% compliance rate for panel chairs</li> <li>2. All panels to reflect diversity and experience/ expertise</li> <li>3. Line Managers survey satisfaction with inclusivity of process and merit-based outcomes</li> <li>4. Implementation of software</li> <li>5. Line Managers survey</li> </ol>				
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	<ol style="list-style-type: none"> <li>1. Continuously review corporate and local induction checklists to cover research policy and practice and highlight key points in the Concordat.</li> <li>2. Develop a BU mentor network so that all researchers have at least one suitable mentor and have access to relevant research centres.</li> </ol>	New and updated	In place by July 2024, with an annual review each year to 2026	Faculty Leadership Teams (Exec Deans, DDRPPs, Heads of Department)	<ol style="list-style-type: none"> <li>1. All researchers to receive suitable corporate and local induction, measured via CEDARS.</li> <li>2. 75% of research staff reporting in CEDARS that they have effective mentorship</li> </ol>				
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.	<ol style="list-style-type: none"> <li>1. Reward and Progression pathways for researchers will be transparent and take account of personal circumstances and accessibility adjustments, further to review of the academic career framework.</li> <li>2. Continue and further invest in Research Incentive scheme and Bridging Fund scheme</li> </ol>	Yes	July 2025	Director of HR; Head of RDS	<ol style="list-style-type: none"> <li>1. 100% of researchers are aware of full scope of progression and reward opportunities, including submission of personal circumstances and accessibility adjustments measured by CEDARS survey</li> <li>2. Monitor take-up of Bridging Fund and allocation of Incentive Scheme.</li> </ol>				
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Continuously revise and update professional development for recruiting managers to include recruitment practices, updates to incentive scheme and bridging fund	Yes	July 2025	Managers of researchers	Line Managers' survey				
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.	<p>Managers of researchers undertake relevant training with regard to relevant legislation, practice and policies, including T&amp;Cs on grant funding via:</p> <ul style="list-style-type: none"> <li>• RDS Induction</li> <li>• Corporate/Local manager induction checklists</li> <li>• Management Essentials training</li> <li>• RKEDF events</li> <li>• Consultation and feedback on REF Code of Practice</li> <li>• Project specific kick-off meetings</li> </ul>	Yes	In place by July 2024, annual review until 2026.	Managers of researchers	Line Managers' survey & Evaluation of development events				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	<ol style="list-style-type: none"> <li>1. Line Managers to ensure that researchers are aware of and comply with relevant policies, procedures and legislation and their funder requirements.</li> <li>2. Researchers work collaboratively and effectively within project teams</li> </ol>	Yes	As above	Managers of researchers	1 & 2 – Line Managers' Survey & CEDARS survey; evidence of action taken to address breaches				
ER2	Researchers understand their reporting obligations and responsibilities.	<ol style="list-style-type: none"> <li>1. Researchers to work with their line managers, senior managers and central research office to ensure they understand and adhere to reporting obligations and responsibilities, via project kick off meetings and regular project meetings</li> <li>2. RDS to run drop-in sessions for all projects.</li> </ol>	Yes	As above	Head of RDS; Managers of researchers	1 & 2 – Line Managers' Survey & CEDARS survey; evidence of reporting				
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.	<ol style="list-style-type: none"> <li>1. Provision of training in effective line/project management for those with direct reports including research staff via Management Essentials.</li> <li>2. Specific research leadership training via RKEDF</li> </ol>	New and updated	In place by July 2024, annual review until 2026.	Head of OD	<ol style="list-style-type: none"> <li>1. 50% of line managers of researchers to undertake training; CEDARS survey to check how researchers feel supported in their development</li> <li>2. Line Managers' Survey</li> </ol>				

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.	<ol style="list-style-type: none"> <li>1. Ensure managers of research staff fully understand, and are able to undertake the role.</li> <li>2. Ensure consistency of approach to the management of research staff.</li> <li>3. Ensure that Faculties monitor appraisals ensuring that research staff have annual appraisals and development plans in place.</li> <li>4. Invite line managers of researchers to report on progress made on key components of the Concordat on a quarterly basis.</li> </ol>	New and updated.	In place by July 2024, annual review until 2026.	Head of OD	<ol style="list-style-type: none"> <li>1. OD to arrange a Supporting Induction &amp; Probation session, targeted at managers of research staff, 50% of staff to have attended.</li> <li>2. Promote the use of Appraisal SharePoint (new condensed Appraisal process for 24/25) resources by managers of research staff - 100% to have received appropriate resources.</li> <li>3. At least 75% of research staff to have received an appraisal including objective setting and development conversations as evidenced by Faculties, and 80% to have found it useful (CEDARS).</li> <li>4. Quarterly reports to demonstrate progress towards key targets e.g., number of days spent training.</li> </ol>				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See E14 and E15	Yes	As above	Head of OD	As above.				
EM4	Managers actively engage in regular constructive performance management with their researchers.	Managers of researchers to undertake regular one-to-one meetings, which include appropriate review of appraisal objectives and key deliverables.	Yes	Annual review from July 2024	Managers of researchers	Positive benefit of regular management meetings measured via CEDARS survey and Line Managers survey.				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Managers of researchers to clearly set expectations around performance review.	Yes	Annual review from July 2024	Managers of Researchers	Maintain c80% of researchers responding to CEDARS stating that their manager clearly articulates performance expectations and their experiences and outcomes through these discussions are positive.				
<b>Job security</b>										
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, greater use of open-ended contracts, and report on progress.	<ol style="list-style-type: none"> <li>1. Continue to provide Bridging Funding and promote it to all potential applicants.</li> <li>2. Support applications for fellowships</li> <li>3. Set up careers hub for researchers to provide skills and resources supporting the transition of researchers into other roles (could be other research projects, academic or professional services roles or industry opportunities). Review end of fixed term contract process to enhance redeployment efforts.</li> </ol>	Yes	July 2026	Director of HR	<ol style="list-style-type: none"> <li>1. Evidence that the Bridging Fund continues to be used regularly.</li> <li>2. Evidence that support is provided to researchers applying for fellowships and measure number of fellowship applications by researchers</li> <li>3. CEDARS reports on increased researcher confidence in value to the university.</li> </ol>				
<b>Professional and Career Development</b>										
<b>Championing professional development</b>										
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.	<ol style="list-style-type: none"> <li>1. To continue to provide a comprehensive training programme (including career support -see E16) across the academic year with sufficient places so that each researcher could have 10 days of training per person. The activities could include mentoring days, workshops, research centre activities, job shadowing, conference presentation or attendance, etc.</li> <li>2. To provide managers of research staff information about the minimum 10 days per year of research training and support their member of staff is entitled to when they start in their role.</li> <li>3. DDRPPs/PIs/RDS to ensure that bids include funding/time for researcher development where possible.</li> <li>4. PGRs are expected to engage in a minimum of 10 days professional development pro rata per year. They are supported to do this via the Researcher Development Programme, with support from their supervisory team.</li> <li>5. PGRs are provided with a Development Needs Analysis (DNA) on the Doctoral College Brightspace to help them structure and record their training development.</li> </ol>	New and updated	Annual review from July 2024	Head of OD/ Head of RDS; Faculty leadership & Research Centre leads, Heads of Doctoral College	<ol style="list-style-type: none"> <li>1. Sufficient volume of training activities aligning to the Vitae RDF, available for researchers to undertake 10 days training opportunities per year. To see an increase to 75% undertaking 5-9 days (up from 20%) and 25% undertaking 10 or more in CEDARS 2025.</li> <li>2. HoDs, DHoD and DDRPPs to receive monthly details of the types of training opportunities available and for this to be included within new starter induction with clear signposting to detailed information (dates/time etc.) and registration.</li> <li>3. At least one RKEDF training session per year on bid and grant preparation/delivery including the importance of including researcher capacity and training; 100% of all costing plan for bids should reflect the requirement indicated on the Intention to Bid (ITB) system</li> <li>4. Evidence of record measured by the PGR Annual Review</li> <li>5. Researcher Development Programme receives +90% positive feedback from PGRs across all sessions</li> </ol>				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	To monitor attendance of institutional training courses to be able to analyse and report on the number of training days per member of research staff has booked and/or attended each year and make this information available to Faculties for discussion.	New and updated	July 2026	Head of RDS/ Head of OD	Annual report of engagement provided to RCSG / Faculties CEDARS survey to monitor and analyse CPD activity				
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.	<ol style="list-style-type: none"> <li>1. All line managers to ensure researchers plan 10 days minimum per year on professional development, via induction and appraisal. Activities to include formal training e.g. through the RKEDF, work experience or external training opportunities.</li> <li>2. Supervisors to ensure PGRs spend 10 days minimum per year on professional development. Activities to include institutional inductions, faculty inductions, re-orientation events, and Researcher Development Sessions.</li> </ol>	New and updated	Annual review from July 2024	Managers of Researchers; Supervisors of PGRs	<ol style="list-style-type: none"> <li>1. Line Managers' survey – 100% of line managers reporting appropriate plans with research staff.</li> <li>2. Supervisors report via the individual Annual Reviews that their PGRs have been engaging with 10 days pro rata per year of professional development.</li> </ol>				

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.	<ol style="list-style-type: none"> <li>1. Researchers to agree with line managers the most relevant opportunities and ensure that they have planned for a minimum of 10 days.</li> <li>2. PGRs to agree with the supervisors the most relevant professional and personal development opportunities and record their progress on the Development Needs Analysis template.</li> <li>3. Researcher Development Programme to offer sessions which cater for academic and non-academic career paths.</li> </ol>	Yes	Benchmarking to be completed by July 2024, then an annual exercise to 2026	Researchers Heads of Doctoral College	<ol style="list-style-type: none"> <li>1. Sufficient volume of training activities aligning to the Vitae RDF, available for researchers to undertake 10 days training opportunities per year. To see an increase to 75% undertaking 5-9 days (up from 20%) and 25% undertaking 10 or more in CEDARS 2025. CEDARS survey to identify whether researchers feel the opportunities offered give them ownership of their career</li> <li>2. Increased take-up of the Career Development sessions offered as part of the Researcher Development Programme</li> </ol>				
<b>Career development reviews</b>										
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.	OD to develop checklists based on Concordat principles to assist managers with researcher career development reviews and integrate with annual appraisal process.	New and updated	By July 2026	Head of OD	Increase in CEDARS – 37% of colleagues reporting that they have had a career development review to 100% due to integration with appraisal.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Ensure researcher career development review is integrated with appraisal and that appraisals have taken place.	Yes	From July 2025	Head of OD	Annual HR report on appraisal completion; increase in CEDARS 37% of colleagues reporting that they have had a career development review to 100% due to integration with appraisal				
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See above	Yes	July 2026	Managers of researchers	See above				
PCDR4	Researchers positively engage in career development reviews with their managers.	See above	Yes	July 2026	Researchers	See above				
<b>Career development support and planning</b>										
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.	<ol style="list-style-type: none"> <li>1. Set up careers hub for researchers to provide skills and resources supporting the transition of researchers into other roles (could be other research projects, academic or professional services roles or industry opportunities).</li> <li>2. Review end of fixed term contract process to enhance redeployment efforts.</li> <li>3. Facilitate seminars delivered by researchers in alternative careers via RKEDF/Institutional lecture series</li> </ol>	Yes	July 2026	Head of Careers & Employability, Heads of Doctoral College	1 – 3 CEDARs survey to measure researcher engagement; feedback collated from seminars				
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.	<ol style="list-style-type: none"> <li>1. Researchers to ensure they update their appraisal document to include up-to-date PPDP plans following the appraisal process with managers</li> <li>2. PGRs maintain an overview of their professional development plan via the Development Needs Analysis Template.</li> </ol>	Yes	July 2026	Researchers	<ol style="list-style-type: none"> <li>1. Increase in CEDARS 60% of colleagues reporting that they have a PPDP to 100% due to integration with appraisal</li> <li>2. This will be monitored by PGR annual review process</li> </ol>				
<b>Research identity and leadership</b>										
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.	<ol style="list-style-type: none"> <li>1. Encourage researchers to participate in internal and external leadership programmes, e.g., RKEDF leadership modules, Advance HE Aurora</li> <li>2. Create opportunities for researchers to profile their research activities across the institution and within senior management teams.</li> <li>3. Create platforms and forums in which experienced academics can narrate and discuss their own research career trajectories.</li> </ol>	Yes	Baseline in place by July 2023	Head of OD, Pro-VC for RKE Heads of Doctoral College	<ol style="list-style-type: none"> <li>1. Measure engagement through programme(s) attendance</li> <li>2. CEDARs survey</li> <li>3. Submit a plan of new initiatives set up to create opportunities for researchers including forums for discussion and sharing of personal narratives.</li> </ol>				
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.	<ol style="list-style-type: none"> <li>1. All line managers of researchers to empower their staff to develop their research identity/leadership skills through internal/external activities including writing publications, convening academic events (such as departmental seminars) etc., as part of their day-to-day duties outside of their formal professional development allocation.</li> <li>2. In addition, line managers to ensure researchers are helped to network with potential collaborators, included in research centres and given opportunities to present their research, internally and externally.</li> <li>3. Managers to actively encourage pay progression application from researchers where deserved</li> </ol>	Yes	July 2026	Managers of researchers	<ol style="list-style-type: none"> <li>1. CEDARs survey</li> <li>2. Monitor pay progression by job category and grade</li> </ol>				

PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	<ol style="list-style-type: none"> <li>All line managers to have access to and engage positively with this training.</li> <li>Incorporate expectation for supervisors to support PGRs' professional development into supervisory training.</li> </ol>	Yes	July 2026	Head of OD, Managers of researchers Heads of Doctoral College	<ol style="list-style-type: none"> <li>Line managers' survey</li> <li>Monitor attendance at training</li> </ol>				
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	<ol style="list-style-type: none"> <li>Researchers to take responsibility for identifying opportunities and discussing with managers initiatives for developing their research identity and leadership skills.</li> </ol>	Yes	July 2026	Managers of researchers, Researchers	<ol style="list-style-type: none"> <li>CEDARs survey; monitor attendance at training; monitor attendance of supervisory training</li> </ol>				
<b>Diverse careers</b>										
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.	<ol style="list-style-type: none"> <li>Develop initiatives that increase researcher mobility between industry and academia – potentially using KTP as means to connect academia with industry.</li> <li>Set up careers hub for researchers to provide skills and resources supporting the transition of researchers into other roles (could be other research projects, academic or professional services roles or industry opportunities).</li> <li>Facilitate seminars delivered by researchers in alternative careers via RKEDF/Institutional lecture series.</li> </ol>	Yes	Baseline in place by July 2024, annually to 2026	Head of Careers & Employability/ Heads of Doctoral College/ Head of RDS	<ol style="list-style-type: none"> <li>To have piloted a mechanism/initiative that enables researcher mobility between academia and industry – measuring the number of KTPs with an aim to increase the number of KTPs by 50% year on year.</li> <li>CEDARs survey to measure researcher engagement</li> <li>Feedback from seminars</li> </ol>				
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.	<ol style="list-style-type: none"> <li>Line managers recommend available workshops and seminars</li> <li>To review current mentoring practice across institution</li> <li>Ensure that researchers are aware of and have access to the central careers guidance available to them.</li> </ol>	Yes	July 2026	Managers of researchers	<ol style="list-style-type: none"> <li>CEDARs survey</li> <li>Line manager surveys</li> <li>Attendance at workshop; uptake of careers advice</li> </ol>				
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 above	Yes	Baseline in place by July 2024, annually to 2026	Researchers	Uptake of careers advice				
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.	Researchers to pursue relevant training opportunities via RKEDF and consider integrating the training into their own research/work	Yes	July 2026	Researchers	Attendance at RKEDF; CEDARs survey				

\* 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.

#### Acronyms in this document

ACF – Academic Career Framework  
 BU – Bournemouth University  
 BURCQI- Bournemouth University Research Culture Quality Index  
 CEDARS - Culture, Employment and Development in Academic Research Survey  
 DC – Doctoral College  
 DDRPP - Deputy Dean for Research & Professional Practice  
 DHoDs - Deputy Heads of Department  
 ECR - Early Career Researcher  
 ECRN - Early Career Researchers Network  
 EDI - Equality, Diversity, Inclusion  
 FRPPC - Faculty Research and Professional Practice Committee  
 FTE - Full-Time Equivalent  
 HE-BCI - Higher education and Community Interaction

HoDs - Heads of Department  
 HR - Human Resources  
 HREiR - HR Excellence in Research Award  
 HROD - HR and Organisational Development  
 IP - Intellectual Property  
 OD - Organisational Development  
 PE - Public Engagement  
 PER - Public Engagement in Research  
 PGR - Post Graduate Researcher  
 PDRA - Post Doctoral Research Assistant  
 PPDP - Personal Professional Development Plan  
 PI – Principal Investigator  
 RCSG - Research Concordat Steering Group  
 RDF - Researcher Development Framework

RKEDF - Research & Knowledge Exchange Framework  
 RA - Research Assistant  
 RCM - Research Commercialisation Manager  
 RDS - Research Development & Support  
 REC - Race Equality Charter  
 RI - Research Institute  
 RSA - Research Staff Association  
 ToRs - Terms of Reference  
 TU - Trade Union  
 ULT - University Leadership Team  
 URPPC - University Research & Professional Practice Committee  
 VLE - Virtual Learning Environment  
 WFP – Work Force Planning