

Details

Institution name:	Bournemouth University
Cohort number:	8
Date of submission:	23 rd 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 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.										
EC11	Ensure all relevant staff are aware of the Concordat.	1. Create a dedicated hub of information for research staff on the Concordat with guidance as how to progress their careers. 2. Hold an annual engagement led by the Research Staff Association (RSA). The event will be aimed at supporting and promoting the work of researchers, alongside the importance of the RCSG. Obtaining feedback to inform future work and actions should be a key part of these events. 3. RSA, supported by RDS, to promote activity and engagement. 4. Ensure the Concordat is a standing agenda item at the FRPPCs and that matters raised are suitably discussed at URPPC. 5. Ensure that two RSA reps are recruited for each faculty. 6. Monitor improved awareness of the Concordat (EC16.1). 7. Develop a checklist based on Concordat to assist managers in integrating new researchers and career development reviews.	New and updated	July 2024	1, 2, 3 & 6 Research Excellence Manage 4 & 5 DDRPPs 7. OD/HR	1-6. That the vast majority of all research staff are aware of the development and support opportunities available to them as research staff and are able to find information easily. Increase awareness of the Concordat from 68% (CEDARS 2023) to 80% target in CEDARS. Further qualitative data indicate a more consistent implementation by line managers of researchers. 7. Checklist for managers regularly used, evidenced by feedback from RSA representatives.				
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	1. RCSG to review the policies with relevance to researchers annually and agree input with policy owners annually. 2. Promote policies relevant to research staff on the newly created research SharePoint site. 3. Promote relevant policies in the RDS Academic & Researcher Induction and at twice-yearly events.	Yes	Each June and September 2023-2026	Senior RDS Manager	1. Minute the RCSG review of policies impacting researchers annually in June each year. 2. RSA reps to promote policies in September each year through FRPPC. 3. 100% of new research staff are invited to the RDS Academic & Researcher Induction, 75% to attend and 90% of attendees to feedback the session is helpful.				
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.	1. Undertake an annual survey of research staff to review the progress of the research concordat in addition to undertaking CEDARS every other year. 2. Hold a Research Concordat Engagement event, facilitating tripartite discussion on enabling the research concordat (see EC11.2). 3. Develop case studies on the progression of research staff and the role of professional service staff.	Yes	Event to take place each September 2023-6	Senior RDS Manager	1. Engagement of over 50% of research staff in the annual survey, up from a baseline of 38% in 2023. Analysis to be led by RSA representatives and shared through central corporate communications once per year. Qualitative data to reveal more consistency 2. Output of tripartite dialogue to be fed into action planning (See EC11.2). 3. Profile two research staff case studies and one professional service staff case study per year.				

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.	1. To promote academic citizenship opportunities to all research staff, encouraging them to become involved in the development of policy and initiatives such as responsible research assessment, open research and reproducibility etc. 2. To actively promote the benefit of membership of our research centres and institutes to research staff alongside the promotion of centre-led events and support. 3. To develop our range of academic networks and actively promote the networks to all research staff to improve engagement with underrepresented groups.	New and updated	Annual Review through to July 2026	Research Excellence Manager	1. To see a consistent (or growth) year on year proportion of research staff engaged in academic citizenship roles (establish a baseline and agree a target proportion). 2. To see a consistent (or growth) year on year proportion of research staff engaged with research centres and playing an active role in enhancing BUs research culture (establish a baseline and agree a target proportion). 3. An increase in academic network activity both in the number of networks available and the activity of the network (establish a baseline and agree a target proportion).			
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.	1. Promote good mental health and wellbeing through regular communications to researchers and face to face sessions as required. Ensure researchers know how to report anything that has a negative impact on their health and wellbeing, including discrimination, bullying and harassment.	Yes	Annual review through to July 2026	Head of Health, Safety & Wellbeing	1. Sign posting for good mental health and wellbeing to be included in regular RDS communications and at bi-annual RSA engagement events. Head of Health, Safety & Wellbeing to be invited to facilitate as required. Record an increase in the proportion of researchers believing that BU promotes positive health and wellbeing from 68% to 75% in CEDARS.			
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	1. Continue to provide wellbeing development and guidance for Managers. 2. Provide equality, diversity and bias awareness development for managers. 3. Promote wellbeing resources to managers of researchers.	Yes	Annual review through to July 2026	1. Head of Health, Safety & Wellbeing 2. Head of Leadership & Talent Development 3. Senior RDS Manager	1. Establish a baseline for the managers of researchers undertaking the Management Essentials Wellbeing Training. 2. Ensure 100% of mandatory training elements (i.e. Equality & Diversity training) to be completed by managers of researchers and aim for 50% of non-mandatory components (to include Management Essentials Wellbeing). 3. RDS to promote resources at key milestone (upon commencement of a new researcher, 6 months in, and annually thereafter).			
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	1. Managers of researchers to promote a healthy working environment. 2. 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.	Yes	Annual review through to July 2026	Managers of Researchers	1. RSA representatives to feedback quarterly on the extent to which managers of researchers are promoting a healthy working environment, and to encourage research staff to escalate issues impacting their working environment with their mentors/HoDs/Faculty DDRPPs/HR & OD Partnership Manager (as appropriate) if they have concerns. Confirmation in RCSG minutes that this is taking place successfully. 2. Faculty DDRPPs to confirm that 100% of managers have received the relevant resources to sign-post their research staff to and willingness to discuss concerns raised by researchers directly with them/another nominate representative of their Faculty executive team.			
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	1. Managers of researchers to fully consider and enable flexible working requests to support researchers, wherever possible. 2. Managers to highlight existence of flexible working policies and processes and examples of best practice.	Yes	Annual review through to July 2026	Managers of researchers	1. Qualitative feedback from RSA representatives to demonstrate that flexible working arrangements are considered/being used by staff. 2. HR to report how many formal flexible working requests have been logged on iTrent annually.			
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	1. Researchers to utilise institutional resources, the RSA and beyond, in order to enable positive action in relation to their wellbeing and mental health	Yes	Annual review through to July 2026	Research Staff Association Institutional reps	1. The RSA, working with the Head of Health, Safety & Wellbeing, to identify one case study per year of a researcher who has utilised these resources to develop an alternative career path - to be published on the central hub.			
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.	As above	Yes	Annual review through to July 2026	As above	As above			
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	1. Including training on discrimination, bullying and harassment in line managers of researcher training.	Yes	Annual review through to July 2026	Head of Leadership & Talent Development	1. Demonstrate that 75% of managers of researchers have undertaken specific training focused on the line managers of researchers.			
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.	1. Researchers to proactively utilise mechanisms available internally to address standards of behaviour which fall below expectations.	Yes	Annual review each July through to 2026	Research Staff Association Institutional representatives	1. Given the sensitivity of the data, request that HR provide an annual update to the RSCG on if this mechanism is being utilised.			
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.									

EC14 / 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.		Training to be in place by July 2024, annually until July 2026	Head of Leadership & Talent Development	1. Demonstrate that 75% of managers of researchers have undertaken specific training focused on the line managers of researchers.			
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	1. Researchers to proactively seek out policies, and undertake training related to, research integrity, and equality, diversity and inclusion.		Annual report request from July 2023-2026	Research Staff Association Institutional representatives	1. Reports from RSA Institutional representatives to RCSG to demonstrate that 75% of researchers responding have attended relevant training/peer mentorship.			
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: https://www.bournemouth.ac.uk/research/research-environment/research-concordat/concordat-support-research-integrity									
EC15 / 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. To support and resource the RSA and to strengthen links with other BU staff/departments. 2. To ensure research staff have, and know they have, a voice at URPPC, FRPPCs and RCSG. Agree mechanisms with Faculty DDRPPs as to how this will happen and be reports. 3. Create opportunities for researchers to profile their research activities within senior management teams.	New and updated	Annual review through to July 2026	Senior RDS Manager	1. 75% of active RSA members to report strengthened links with other BU staff/departments. 2. Ensure that research staff input is recorded at formal committees; and that these are circulated through research staff. Regular reporting as agreed with Faculties. 3. To have ensured that researchers have had opportunities to present to FRPPCs, URPPC and strategic research development groups.			
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. Ensure that managers of researchers have the opportunity to feed into developing a positive research culture, e.g., through input into the development of departmental and faculty policies (Also see ECR1). 2. To ensure managers of researchers are aware of academic citizenship roles such as internal REF panel member and the associated indicative workload hours together with guidance as to how these can be allocated.	New and updated	Annual review through to July 2026	1. Research Excellence Manager 2. Head of Leadership & Talent Development	1-2. To see a consistent (or growth) year on year proportion of research staff engaged in academic citizenship roles.			
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	1. Managers of researchers to encourage researchers to contribute to institute policy development where opportunities to arise.	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. Researchers to voluntarily engage in policy development	Yes	Annual review through to July 2026	Managers of researchers	1. As above			
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	Yes	Annual review through to July 2026	Researchers	1. With enhanced data profile of researchers, established a baseline and ensure 50% of researchers undertake 1 or more development opportunities (offered through the RKEDF, RSA etc) each year.			
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.	1. Continue to ensure that all selection panel chairs have completed BU Recruitment & Selection training which includes bias awareness, fairness, and equity etc. 2. Undertake an annual survey of new research staff seeking their feedback on the selection and appointment process. 3. Review advertisements to ensure that they are as inclusive and balanced to encourage a diverse applicant pool. 4. Implement the e-Recruitment module and undertake monitoring to ensure interview panels reflect diversity and experience/expertise. 5. Revise and launch new and updated professional development for recruiting managers which includes significant insights into diversity and equality, including the importance and benefits of an inclusive workforce.	Yes	Annual review through to July 2026	HR Senior Manager	1. Implementation and compliance with panel composition and mandatory training requirements. 2. Implement and establish a baseline response rate to the new starter survey. 3. Report annual survey responses to RSCG and identify any appropriate actions. 4. Relaunch Recruitment and Selection professional development for managers.			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	1. To develop better support for Faculty/Departmental induction of academic and research staff. To include an induction checklist to highlight key points in the Concordat. 2. Develop a BU mentor network so that all researchers have at least 1 suitable mentor who is separate from their line manager. RDS/OD develop checklists for new researchers to ensure they know their own responsibilities, and the expectations they can have of their manager/institution in working according to the Concordat.	New and updated	In place by July 2024, with an annual review each year to 2026	Faculty Leadership Teams	1. Maintain over 80% of researchers attending a suitable induction. 2. Increase the number of research staff reporting in CEDARS that they have regular mentorship to 75% from 48%.			
Recognition, reward and promotion									
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.	1. Transparent reward and promotion pathways will be implemented as part of the new academic career framework being developed by HR/OD.	Yes	July 2025	HR Senior Manager	1. Establish a baseline for progression and have agreed to demonstrable targets in specific relation to the career progression of research staff.			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	As above.	Yes	July 2025	Managers of researchers	As above.			
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.	1. Managers of researchers undertake relevant training with regard to relevant legislation, practice and policies, including T&Cs on grant funding via the RKEDF.	Yes	In place by July 2024, annual review until 2026.	Managers of researchers	As above.			
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	1. Researchers to embrace working within relevant policies, procedures and legislation and their funder requirements.	Yes	As above	Researchers	No registered breaches occurring.			
ER2	Researchers understand their reporting obligations and responsibilities.	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.	Yes	As above	Researchers	No registered breaches occurring.			
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.	1. Provision of training in effective line/project management for those with direct reports including research staff.	New and updated	In place by July 2024, annual review until 2026.	Head of Leadership & Talent Development	50% of line managers of researchers to undertake specific training for line managers of researchers.			
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.	1. Ensure managers of research staff fully understand, and are able to undertake, the role. 2. Ensure consistency of approach to the management of research staff. 3. Ensure that Faculties monitor appraisals ensuring that research staff have annual appraisals and personal and professional development plans in place. 4. Invite line managers of researchers to report on progress made on key components of the Concordat on a quarterly basis.	New and updated.	In place by July 2024, annual review until 2026.	Head of Leadership & Talent Development	1. OD to arrange a Supporting Induction & Probation session, targeted at managers of research staff, 50% of staff to have attended. 2. Promote the use of PPDP/Appraisal Brightspace resources by managers of research staff - 100% to have received appropriate resources. 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). 4. Quarterly reports to demonstrate progress towards key targets e.g. number of days spent training.			

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 Leadership & Talent Development	As above.				
EM4	Managers actively engage in regular constructive performance management with their researchers.	1. Managers of research to undertake monthly one-to-one meetings, which include appropriate review of performance against appraisal objectives.	Yes	Annual review from July 2024	Managers of researchers	1. RSA representatives to report to RCSG the extent to which this is taking place on a quarterly basis.				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	1. Researchers to positively embrace the opportunities to review performance with management teams.	Yes	Annual review from July 2024	Researchers	1. Maintain c80% of researchers responding to CEDARS stating that their manager clearly articulates performance expectations.				
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, greater use of open-ended contracts, and report on progress.	1. Continue to provide Bridging Funding and promote it to all potential applicants. 2. To ensure that the new academic career framework reduces the use of fixed-term contracts.	Yes	July 2026	HR Senior Manager	1. Evidence that the Bridging Fund continues to be used regularly. 2. Aim to reduce the number of researchers on fixed-term contracts from over 90% to c. 60% by 2026.				
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCD11	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	1. To continue to provide a comprehensive training programme across the academic year relevant to researcher orientation, funding acquisition, managing research projects and teams, and impact and knowledge exchange, with sufficient places so that each researcher (academic or otherwise) could have 10 days of training per person. 2. To ensure that research staff have the same access to this training as other staff, by providing research staff the same information about research training and support as academic staff - on starting and at induction and via BU blogs, intranet and other forums (e.g. the Early Career Researchers Network and the Research Staff Association). 3. To provide managers of research staff information about the research training and support their member of staff is entitled to when they start in their role. 4. 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. 5. DDRPPs/PIs/RDS to ensure that bids include funding/time for researcher training where possible. 6. Identify experienced/excellent line managers of researchers and offer two informal group mentoring sessions to managers of researchers each year exploring how to enable the career development of researchers.	New and updated	Annual review from July 2024	Head of Leadership & Talent Development/ Research Excellence Manager	1. Provide sufficient volume of training activities aligning to the Vitae RDF, for researchers to undertake 10 days training opportunities per year. To see an increase of 75% undertaking 5-9 days (up from 20%) and 25% undertaking 10 or more in CEDARS 2025. 2. 100% of applicable training opportunities to be open to researchers and for these to be cross promoted through the ECRN/RSA. 3. 100% of HoDs, DHoD and DDRPPs to receive outline details of the types of training opportunities available annually and for this to be included within new starter induction packs with clear signposting to detailed information (dates/time etc.) and registration. 4. To provide Faculties with annual monitoring data on bookings and attendance for research staff at institutional training. 5. Updated RKEDF training on bid and grant preparation/delivery on the importance of including researcher capacity and training. 6. Two events to take place each year with c50% of line managers of research staff attending each year.				
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	1. Identify how existing central data sources/systems can monitor and report on this action. 2. Run an annual focus group with researchers, and with managers, to explore the extent of engagement and barriers to progress.	New and updated	July 2026	Senior RDS Manager/ Head of Leadership & Talent Development	1. Production of an annual report of centrally collated information to be presented at the RCSG to inform future action planning. 2. Report thematic analysis of focus groups to RCSG to inform future action planning.				
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.	1. All line managers of researchers to ensure researchers are empowered to spend 10 days per year on professional development, as a minimum. Activities to include formal training e.g. through the RKEDF, work experience or external training opportunities. Time, for example, to write publications, should not be included within this allocation. 2. Line managers to actively encourage and promote research staff to present their research/findings at relevant fora, including research centre events and external conferences. 3. All Heads of Research Centres to ensure that research staff form part of the programme of seminars. 4. Line managers to enable mentorship opportunities with relevant peers.	New and updated	Annual review from July 2024	Managers of Researchers	1. 100% of line managers reporting that they have empowered their research staff to undertake such days via agreed feedback mechanisms, including via RSA. 2. Publish examples of research on our research hub of examples of where research staff have been able to profile their own research capabilities. 3. All Research Centres (with Research Staff) to have featured the research of research staff, at least once a year. 4. See an increase in mentorship				
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.	1. Researchers to ensure that they utilise development opportunities and spent 10 days per year undertaking professional development	Yes	Benching marking to be completed by July 2024, then an annual exercise to 2026	Researchers	1. See an increase in the number of researchers accessing training as part of the RKEDF. Embed a target of 50% of research staff attending 3 or more days a year.				
Career development reviews										

The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	1. To improve workforce planning and information to Faculties for the proactive management of succession planning and redeployment for research staff. This would support talent retention and career security. 2. Target appropriate research leaders and managers and encourage them to participate in training and development. 3. OD develop checklists based on Concordat principles to assist managers with researcher career development reviews	New and updated	By July 2026	Head of Leadership & Talent Development	1. 50% of senior academic leaders to have participated in a relevant succession planning programme. 2. Increase in CEDARS 37% of colleagues reporting that they have a career development plan to 60%. 3. To see progress against the Concordat actions captured in the checklist.			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	1. Identify how existing central data sources/systems can monitor and report on this action. 2. Run an annual focus group with researchers, and with managers, to explore the extent of engagement and barriers to progress.	Yes	From July 2024 and then to July 2026	Head of Leadership & Talent Development	1. Production of an annual report of centrally collated information to be presented at the RCSG to inform future action planning. 2. Report thematic analysis of focus groups to RCSG to inform future action planning.			
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	1. Line managers to ensure that they undertake annual formal appraisal with researchers that include discussion around career development. 2. Line managers of researchers to have undertaken relevant internal training on how to support/enable the career development of researchers. 3. URPPC to discuss on an annual basis to review progress of the development of researcher careers and agree actions to promote cross-institutional culture change.	Yes	July 2026	Managers of researchers	1. Increase the number of staff reporting that they find their appraisal useful to 75% (up from 56%). 2. 100% of line managers to have been offered relevant training. 3. URPPC to review progress on an annual basis and agree actions on how cultural change can be accelerated.			
PCDR4	Researchers positively engage in career development reviews with their managers.	1. Researchers to positively engagement in career development reviews with their managers.	Yes	July 2026	Researchers	1. 75% of researchers to report they are positively engaging with performance reviews.			
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.	1. Regularly advertise careers advice services available directly to research staff. 2. Provide documentation on research staff career pathways. 3. Facilitate external mentorship with researchers who have pursued non-academic careers.	Yes	July 2026	Head of Careers & Employability	1. Highlight careers service to researchers each quarter. 2. Publish two case studies per annum detailing career development of researchers in academic and non-academic career paths. 3. Broker two mentor/mentee relationships per year.			
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.	1. Researchers to ensure they develop and maintain a PPDP as part of their annual appraisal process.	Yes	July 2026	Researchers	1. Increase from c60% to c80% in CEDARS the number reporting they have a PPDP.			
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.	1. Clarify institutional expectation that, inline with the concordat, researchers will have the opportunity to develop their research identity and broader leadership skills.	Yes	Baseline in place by July 2023	Head of Leadership & Talent Development	1. Establish a baseline of the number of days that research staff are undertaking per annum and increase this year on year.			
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.	1. All line managers of researchers to empower their staff to develop their research identity/leadership skills through activities including writing publications, convening academic events (such departmental seminars) etc., as part of their day-to-day duties outside of their formal professional development allocation. 2. In addition, line managers to ensure researchers are helped to network with possible collaborators, included in research centres and given opportunities to present their research.	Yes	July 2026	Managers of researchers	1. RSA representatives to identify case study examples of line managers.			
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	1. All line managers to have access to this training.	Yes	July 2026	Managers of researchers	1. Further to the baseline established in PCDI4, increase the number of staff partaking in this activity.			
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	1. Researchers to take responsibility for developing their research identity and leadership skills.	Yes	July 2026	Researchers	1. Maintain the number of researchers reporting they are undertaking leadership training at c40% (CEDARS).			
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.	1. Offer workshops on how to change career paths between academia and other industries. 2. Facilitate external mentorships with researchers who have pursued non-academic careers. 3. Develop initiatives that increase researcher mobility between industry and academia.	Yes	Baseline in place by July 2024, annually to 2026	Head of Careers & Employability/ Heads of Doctoral College/ Senior RDS Manager	1. Offer two workshops per year on how to develop your career as a researcher within and beyond academia. 2. Broker two mentor/mentee relationships per year. 3. To have piloted a mechanism/initiative that enables researcher mobility between academia and industry.				
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.	1. Line managers to ensure that researchers are aware of the mentor allocated to them and ensure it is an active relationship. 2. Ensure that researchers access the central careers guidance available to them.	Yes	July 2026	Managers of researchers	1. RSA reps to report at RCSG that this action is being progressed via Faculty based discussions. 2. Careers service to report a 10% increase in the number of research staff accessing their services, further, to establishing a baseline.				
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.	1. Researchers to engage positively with opportunities to develop a range of future employment options.	Yes	Baseline in place by July 2024, annually to 2026	Researchers	1. Careers service to report a 10% increase in the number of research staff accessing their services.				
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.	1. Researchers to take responsibility for developing their experience of the wider research experience.	Yes	July 2026	Researchers	1. Researchers to publish case studies of how engaging in the wider research ecosystem has enriched their research career and profile.				

* 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
 CEDARS - Culture, Employment and Development in Academic Research Survey
 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