HR EiR Action Plan September 2020 - September 2022

Details		
Institution name:	Royal Veterinary College	
Cohort number:	Cohort 6	
Date of submission:	September 11th 2020	

The institutional audience* for this action plan includes:

Audience	#	Comments
Research staff	79	
Postgraduate researchers		
Research and teaching staff		
Teaching-only staff		
Technicians	4	
Clinicians		
Professional support staff		
Other (please provide numbers and details):		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Old Concordat principle and clause	Link with previous action plan
Environment and Culture									
Institutions must:									
ECI1	Ensure that all relevant staff are aware of the Concordat	All PIs and ECRs are issued with a list of their responsibilities under the concordat so that they are aware of what we expect from them and what they can expect from the College. This will include manager's actions in this action plan and be recirculated each time the action plan is amended.	70% have heard of the 'concordat to support the career development of researchers' in the next CEDARS survey	Nov-20	RCWG- sent from Chair			New	Enhance awareness of vitae, concordat and RDF
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	a) Equality Impact Assessment of policies and regular review. b) Ensure continued representation of researchers on the Equality and Diversity Committee. c) Appoint an ECR onto the Athena SWAN self assessment team d) Work towards retention of Athena Swan Bronze award /progress towards the Silver award and creation of a Race Equality Action Plan	90% of researchers say they agree that the RVC is an inclusive workplace in next CEDARS. Retention of Athena Swan award creation of College Race Equality Action Plan and start of actions within. Relevant actions are integrated into Departmental E+D action plans.	a) ongoing; b) and c) December 2020; d) Athena Swan April 2022; race equality Action plan May 2020)	(a) Policy leads; (b and c) RA and EDC; (d) EDC Heads of Department re local action plans			P2.1 P6.8	
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	a) Implementation of a 'report and support' system where staff can raise issues anonymously b) Promotion of an Active Bystander approach to support culture of equality and respect c) Promotion of the RVC Behaviours Framework to emphasise professional behaviour d) RCWG to review and modify the FAQ document annually to ensure it provides Researchers with information they need. This will include sources of support for researcher welfare.	Add questions to CEDARS Survey 75% agree they are aware of (i) support for wellbeing (ii) Dignity at work Ambassadors (iii) reporting procedures	(a) Dec 2020; (b) April 2022 (c) every 3 months (d) January 2021 2022	(a) HR; (b) HR; (c, d) HR and RCWG			P6.9	Publicising support for welfare
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health	a) Provision and monitoring of mandatory training: Equality and diversity mandatory online refresher every 2 years for all staff- and managing diversity on-line training for all managers; b) Promote relevant courses to research managers: e.g. this year dignity at work training (includes how to receive and progress allegations); mental health for managers; flexible working training	(a) 80% compliance for on-line mandatory training; Effectiveness of training to be evaluated by feedback from E+D champions to EDC (b) 70% of attendees would recommend to others.	a) on-going-assess every 2 years after ech 'training drive' b) July 2022	HR			P2.3	

ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	(a) Enhance ECR and PI understanding of research reproducibility/research integrity through maintaining the Institute lead, the local UKRN network lead and the RA Research integrity/reproducibility champion as well as promoting research integrity/reproducibility through setting up the "ReproducibiliTea" meetings, enabling discussion between PIs and ECR (b) Continue to require mandatory training on research integrity at induction monitoring that this has been done through the on-line process and associated quiz and is refreshed every 4 years; (c) Encourage researchers to report on factors that impact negatively on research integrity by driving inappropriate behaviours and suggest ways in which these can be discouraged/ prevented	(a) 75% of ECR are aware of Research Integrity Concordat and think the RVC take research integrity seriously (CEDARS) (b) Number and attendance of UKRN badged events held at the RVC; (c) Compliance with mandatory Research Integrity training monitored to ensure compliance - those who have not done the training are not allowed to apply for travel grants to go to meetings to present their research	ongoing - report attendance statistics annually to January RCWG Overall targets CEDARS 2021	Research Office			P6.1	
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	a) Agenda item for every RCWG to equality impact assess our activity and the HREiR action plan b) Anonymous suggestions box for receipt of comments about the research environment to be discussed at Research Strategy Committee (RSC); c) Open invitation for observers to attend RSC	CEDARS questions on this area- see above (a) minutes of RCWG (b) and (c) monitoring engagement of researchers with RSC giving suggestions as to how to improve the research environment	(a) at next RCWG meeting and ongoing (b) (c) June 2021	a) RCWG b) and c) RSC			P6.10 P7.5	
Funders must:									
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	n/a						P6.6	
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	n/a						New	
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions	n/a						P6.6	
Managers of researchers must:									
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	a) Remain compliant by undertaking E+D and Managing diversity mandatory online training (EDI every 2 years) b) Attend other training when available (recent examples are dignity at work and mental health for managers) c) Ensure they are aware of their department E+D action plan and their roles within it	a) 80 % compliance of E+D on-line training and managing diversity training; b) Effectiveness of training to be evaluated by feedback from E+D champions to EDC c) Implementation of Departmental action plans and feedback from E+D Champions	a) on-going- HR assess every 2 years and report to EDC meeting b) July 2022 c) departmental action plans reviewed quarterly at EDC meeting	Researcher managers			New	
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Researchers to role model high professional conduct, explain this in context, and robustly address unprofessional conduct in their team.	Monitor 'report and support' cases of unprofessional behaviour to HR on an annual basis for trends; >80% of researchers agree their managers promote research integrity and professional behaviour in CEDARs survey	quarterly EDC meetings re report and support; CEDARs 2021	Researcher Managers			New	
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	a) Encourage all group members to adopt an Active Bystander culture and discuss with all the implications for their group; b) Promote resources and support available for researcher wellbeing c) Seek feedback from team members on wellbeing and encourage a healthy work-life balance	90% agree that the RVC is an inclusive environment; >80% ECRs agree their managers support their wellbeing	a) April 2022; b) December 2020 c) ongoing and appraisal	Researcher managers			P6.9	

ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Be informed on how to respond to flexible working requests, attending training and seeking advice from HR as appropriate. Creating an environment where flexibility is welcome within restrictions of the job role.	Head of Department to monitor informal flexible working. 70% of staff feel that flexible working is supported in their department in Staff Survey	Annual monitoring in line with annual Equality Monitoring Report; ongoing	Researcher managers			New	
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) Support their local Equality and Diversity Champion by feeding back on Department Equality action plans; b) Respond to call for input into policies by the Research Strategy Group (RSC to measure the feedback received).	E+D and Research Integrity Champions feedback that managers are engaged in policy development	a) in line with equality action plan reviews b) ongoing	Researcher managers			New	
Researchers must:									
ECR1	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	a) Researchers actively engage in developing an Active Bystander culture b) Support their E&D champion by providing feedback on the local Equality action plan. c) Enhance confidence and increase awareness of underrepresented role models in our research staff by the Researcher Association working with organisers of the internal research seminars to enhance numbers of female and BAME STEM talks. Explore the possibility of speakers talking through their career experiences informally after every talk. Researchers engage with these opportunities.	(a) to be decided once active Bystander approaches are clarified (b) Equality Champions report that ECR's are actively engaged in Local action plans (c) Monitoring of statistics of female and BAME speakers. The researcher association report that ECRs have found this useful.	a) April 2022 b) in line with equality action plan reviews c) to report to RCWG June meeting	Researchers c) Researcher Association			New	Enhance confidence and increase awareness of underrepresented role models in our research staff
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Undertake E+D online training every two years; Undertake research integrity on-line training every four years	80% compliance	assessed biannually re E+D refresher training after each 'drive'; research integrity rolling cycle of reminders every 4 years-	Researchers			P5.3	
ECR3	Take positive action towards maintaining their wellbeing and mental health	Researchers actively engage in behaviours and activities that support their wellbeing and mental health.	>80% ECRs agree the College and their managers support their wellbeing; feedback from RA to HR and RCWG	CEDARs 2021; feedback to HR monthly - and RCWG biannually	Researchers			New	
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Researchers to use publicised systems to report unacceptable behaviour towards themselves and others. RA to publicise on RA intranet site. Systems available are: Report and Support (coming shortly); Dignity at Work Ambassadors; HR Employee relations advisor; Anonymous messaging on either the equality and diversity page or via the Researcher Association; Departmental E+D Champions.	Survey states that 75% of ECR's are aware of reporting mechanisms.	CEDARS 2021	Researchers			P6.9	
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) Continued representation from the Researcher Association on the College Equality and Diversity Committee and the Research Strategy Committee b) Respond to calls for input into policies by the Research Strategy Group (RSC to measure the feedback received).	70% ECRs feel consulted in CEDARS	a) December 2020 b) assessed annually	Researcher Association and RSC			P3.13	
Employment									
Institutions must:									
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	a) recruitment data for researchers will be monitored for any potential bias. b) continue recruitment training for panel members c) Work with the BAME project group to review the recruitment process.	100% of panel trained. Higher percentage of underrepresented groups moving through the recruitment process.	review statistics annually as part of annual EDC report and at the following RCWG	(a) EDC and RCW (b) HR (c) RCWG and EDC			P1.2 P6.2 P6.7	Recruitment Process; Minimise bias in recruitment decisions

EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	a) Bring the line manager induction process on line and so enable a clear path for personal development b) Increase uptake of the Bi-monthly 'meet the RA' coffee sessions where new starters are invited to meet the RA and key College Research leads. c) Form a focus group to evaluate feasibility of suggestions on induction from recent survey and to review local induction procedure in light of revised Concordat.	80% of survey responses are positive about induction at local, departmental and HR/College level	a) December 2020 live system b) July 2021 c) January 2021	(a) H (b) RA, Research managers, HR (c) HR, RA and RCWG			P3.6	Enhance induction and probation; Improvement of Probation and Appraisal system to support development and career aspirations
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	a) Recognition in teaching- continue to communicate expectations of Research Managers with respect to supporting contract researchers in teaching and formal supervision b) Investigate feasibility of a named 'day to day' supervisor when ECRs informally supervise students; c) Publicise on RA webpages the RVC's recognition, reward and promotion pathways- including the Special Rewards Panel. Continue to review these processes through Equality impact assessments	Survey responses 80% positive on all aspects of recognition for teaching, supervision and wider contribution; 80% positive response in surveys regarding fairness in recognition reward and progression; 80% feel valued by the RVC	a) annually; b) July 2021 c) July 2021 CEDARS 2021	a) RCWG b) Graduate School c) RA and HR			P2.6 P6.3 P6.4 P6.7	Recognition of teaching in Research
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	(a) Continue to ask new Pis to complete the Manager Development Programme and all Pis to attend refresher supervisor training (b) Ensure themes coming through from Research surveys are highlighted to Pls- ongoing (c) Review our development offering to Pis - Introduce a new management skills development training module aimed at research project management - for both new lecturers managing their first grant and more experienced Pls. This will be integrated with training on Worktribe, the College's new research management system and will include funder terms and conditions.	80% of respondents would recommend the training/intervention to others	(a) Hr to report annually in June to RCWG (b) updated as soon as themes occur (c) by April 2021	(a) HR (b) RCWG (c) Research Office with HR			P2.3	Supporting Principal Investigators in management skills
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	a) Increase appraisal completion rates b) Modify the 'researcher appendix' to better evidence development undertaken for both current role and career aspirations c) Recommend that appraisers of research managers use the question on 'how have you supported your team' to hold them accountable for their support and development of researchers	a) Appraisal completion greater than current 72% b) 70% of researchers report that their appraisal was useful for their current project, their development and reviewing/planning their career c) Feedback from Heads of Department	a) September 2021 and 2022 b) April 2021 c) April 2021 CEDARS 2021	HR			P2.6 P6.3 P6.4	
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	a) Publication/circulation of newly created FAQ on employment status/matters for all researchers. b) New process to engender open dialogue for researchers approaching 4 years' service in a formalised review meeting to cover employment status and career development. PI/Researcher and VPRI to discuss future career plans, how the researcher can achieve independent funding, and any current and forthcoming opportunities for permanent positions to which they could be redeployed	75% of ECRs who have worked for the RVC >4 years who have discussed their career plan with HR and VPRI	a) December 2020 b) March 2021; Evaluate July 2022	(a) HR and Research Office (b) HR and VPR			P1.3 P2.1 P2.2	Recognition of researchers by Professional support teams; Supporting contract researchers in applying for Research Funding
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	a) Continued RA representation on various committees- RA to continue to publicise when a committee is coming up and ask for any issues that researchers wish to raise; feedback to be circulated on what was discussed of relevance to researchers; b) RSG to seek feedback from ECRs and Pls when research policies are being reviewed to ensure views are taken into account.	(a) and (b) 70% feel they are included in decision making (CEDARS); (b) focus groups held associated with policy review	(a) feedback circulated within a month of RSG (b) ongoing Overall CEDARS 2021	(a) RA (b) RSC and RA			P3.13	Involvement in RVC Decision making
Funders must:									
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	na						P2.4	

EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	na						New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	na						P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	na						New
Managers of researchers must:								
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Attendance at PI refresher training, Management Development Programme (new managers), new module on research project management and other leadership and management training;	>70% have done development in the last 2 years in supervision, management or leadership (CEDARS)	ongoing- HR report to June RCWG; CEDARS 2021	Research Managers			P2.3
EM2	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) New managers to attend Management Development Programme- including new module on research project management (including funder terms and conditions) b) All managers to keep informed of College and Funder Policy and communicate this to researchers as part of induction.	75% Attendance of new managers on MDP where T&Cs of funders of those attending are discussed;	ongoing; 75% attendance on module by July 2022; (attendance at module monitored by HR)	Research Managers			P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Be able to objectively explain the evidence and rationale for all decisions made	80% feel that reward mechanisms are fair -CEDARS	ongoing-CEDARS 2021	Research Managers			P6.3
EM4	Actively engage in regular constructive performance management with their researchers	a) Regular meetings with researchers; b) Conducting induction, probation, appraisal and career reviews.	>72% % completion of appraisal/probation reviews	ongoing-checks via September 2021 and 2022 appraisal data	Research Managers			P2.3
EM5	Engage with opportunities to contribute to relevant policy development within their institution	(a) Participating in surveys-e.g. CEDARS and Staff Survey as a means to identifying areas for action; (b) feedback when RSG is consulting on Research policy revision and changes	Managers feel consulted about relevant policy development (measured through CEDARS)	ongoing; CEDARS 2021	Research Managers RCWG to promote and monitor response rates for CEDARs			New
Researchers must:								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	As a result of local induction researchers should ensure they are aware and abide by policies and procedures.- see induction checklist and mandatory on-line training. Documents specifically for researchers are Researcher FAQs; employment law guidance; guidance on researcher development. They should seek information re funder requirements from their manager.	Survey shows that 70% agree that they feel well informed about policies and funder requirements	ongoing-CEDARS 2021	Researchers			New
ER2	Understand their reporting obligations and responsibilities	Researchers to ensure this is clear following local induction	Survey results show that 80% agree that local induction was useful in helping them understand their reporting responsibilities	ongoing CEDARS 2021	Researchers			New
ER3	Positively engage with performance management discussions and reviews with their managers	Researchers actively contribute to performance discussions in one to one meetings and their appraisal	>72% have participated in review/appraisal	ongoing and at annual appraisal or review; HR review statistics and trends annually -September 2021 and 2022.	Researchers			P5.6

ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	RCWG contribution and other research committees that they have representation on; participation in surveys to inform actions; Participation in consultations on policy.	60% response rate in surveys; minutes of committees;	prompted by meetings	RA			P5.2	
Professional and Career Development									
Institutions must:									
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	a) Investigate and consult on the introduction of a College-wide scheme that provides for dedicated ECR training time every month. (Proposal for half a day a month) b) Promotion of RVC expectations and guidelines regarding researcher development and commitment to 10 days. c) Continued development of programme of opportunities d) Promotion of new coaching scheme, mentoring scheme and shadowing opportunities; e) Regular messaging from HODs to support and encourage this.	No ECRs have less than a day on development in next survey (currently 20%); Continuous progress towards all ECRs having 10 days development (currently 15%- target 100%); Uptake of professional development and training opportunities from current 32% (during COVID-19 lockdown) to above 50% by 2021; d) 70% of those mentored would recommend this to others and 10% of ECRs have a mentor at any one time.	a) July 2021; b) annually in April prior to main appraisal 'season'; c) d) and e) ongoing; Overall target by Summer 2022	HR and RCWG			P3.1 P3.3 P5.5	Enhance awareness that researchers are encouraged to engage in a minimum of 10 days of professional development; Enhancing the range of development on offer to researchers
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	a) Development of guidance and a framework for conducting career development reviews. b) Continued provision of appraisal training and experienced PI training c) HODs to provide clear messaging to PIs that this is an expectation and that they support them in doing this.	Survey - 70% of PIs agree that the college supports them in achieving this.	a) April 2021 b) annually in April May for appraisal training; run experienced PI training twice a year; c) ongoing and in April each year overall measure via CEDARs 2021	HR and HoDs			P3.10	
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	a) ECR mentoring scheme with mentors from range of RVC roles; b) Annual Career development event with people from range of careers; c) RA Facebook group alumni as contacts d) Encouraging speakers in research seminars to add a few words and questions about their career path following their presentation; e) Continued provision of researcher one to one career coaching	a) b) e) 70% of those who participate would recommend participation to others; c) number of alumni listed on Facebook (>25 by 2022); d) 50% of speakers talk about their career paths following their presentation	a) twice a year b) March 2021 and 2022 d) ongoing and check in June 2021 e) advertised October- ongoing- on-line for 2020	a & b - HR; c & d RA			P3.1	
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	a) Offer another round of Gill Malone Memorial award- (researchers bid for funs to develop a research theme that is complementary to their main activity). Offer one-to-one mentoring support to ECR wanting to apply for the Gill Malone Memorial Award b) Continue to promote the LIDO DTP award (scheme where ECRs supervise Research Experience Placement from non-traditional background) - getting those that have hosted students to write about their experience and publish that in a blog / Facebook page or on the RA website, resulting in project with own research ideas within the ECR community. c) Enhance awareness in ECR of entrepreneurship/intellectual property through seminars, discussion groups and one-to-one consultations offered by the newly employed Entrepreneur in Residence. d) Supporting contract researchers in applying for Research Funding - Continue to promote a workshop specifically for contract researchers interested in writing fellowships and to provide support fellowship and grant applications. e) Communications from RA using social media to publicise opportunities to researchers including generic leadership and skills and development training	(a) Enhanced number of applications for Gill Malone award (b) number of ECRs applying to LIDO for a REP student increases from 4 per year to 6 per year; c) measured through mock-business plan creations as well as potential participation of groups in BBSRC YES competition. d) numbers attending workshops is maintained or increased and feedback from attendees is positive (they would recommend to a colleague - 75%;	(a) next application deadline September 2021 (b-e) review at RCWG every June- 2021 and 2022	RA; RCWG			P3.11 P3.14	

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	a) promote and evaluate use of Facebook to maintain connection between current research staff and alumni;- (this develops and replaces the former alumni scheme) b) continue to follow up next destinations of researchers c) promote the cross London HE shadowing scheme to researchers;	70% of survey respondents agree they have support for a wide range of career paths (a) • Increased interaction of ECR with alumni, such as lab-placements, collaborative proposals and publications	a) Summer 2021 b) annually c) next shadowing round	a) RA b) HR c) HR			P3.2 P3.4	
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Amend researcher appendix in appraisal to enable tracking- of development for current role and future roles- and to ask if they have an active Career Development plan. (see EI 5) (note tbc)	Continuous progress towards all ECRs having 10 days development (currently 15%- target 100% by end of 2022); Uptake of professional development and training opportunities from current 32% (during COVID-19 lockdown) to above 50% by 2021; 70% of ECRs agree that they have a career development plan (CEDARS) 70% of researchers report through the appraisal system that they have a career development review/plan (2022 appraisals)	Statistics presented to January RCWG	HR			New	
Funders must:									
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	na						P3.7 P3.9	
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	na						New	
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	na						New	
Managers of researchers must:									
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Managers to reflect on their practice in career development review; Refer to career review guidance and framework when this has been developed. Appraisal training for Pis introduced includes questions for a career development review;	70% of ECRs agree that they have a career development plan (CEDARS) and appraisal	September 2021 and September 2022; CEDARS 2021	Research managers and HR			P2.3	
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Managers to promote career development opportunities	70% of Researchers agree that their managers are supportive of development for a range of career options(CEDARS)	Assess at CEDARS- 2021	Research Managers			P3.4 P3.8 P5.5	
PCDM3	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	Research managers to use induction, appraisals and regular one to one meetings to encourage researchers to undertake development; Planning of projects should accommodate for this release.	CEDARS survey shows Continuous progress towards all researchers 10 days development (currently 15%- target 100%); Uptake of professional development and training opportunities from current 32% (during COVID-19 lockdown) to above 50% by 2021; (CEDARS and spot checking of appraisal documentation)	CEDARS 2021	Research Managers			New	
PCDM4	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	Research managers to familiarise themselves with guidance on this topic and encourage the release and support for researchers to undertake this,	(a) Enhanced number of applications for Gill Malone award - (b) number of ECRs applying to LIDO for a REP student increases from 4 per year to 6 per year; c) measured through mock-business plan creations as well as potential participation of groups in BBSRC YES competition. d) numbers attending workshops is maintained or increased and feedback from attendees is positive (they would recommend to a colleague - 75%;	CEDARS 2021	Research Managers			P3.6 P3.9 P5.5	
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	See EM1 Managers to role model CPD	>70% of researchers agree that their manager supports their development	CEDARS 2021	Research Managers			New	
Researchers must:									

PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Researchers to be proactive in ensuring they have a development plan that covers project related development and development for their longer-term career plan- and that they spend at least 10 days on their development. Once available make use of the career review guidance and framework.	70% of ECRs agree that they have a career plan (CEDARS) 70% of ECRs have development plans in their appraisal	CEDARs 2021 and appraisal reporting September 2021 and 2022	ECR			P5.5	
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Researchers to proactively seek opportunities to explore a range of employment options- e.g. mentorship, contact with alumni via Facebook group, networking with speakers at ECR development event, and researcher talks, secondments, one to one career coaching	70% of researchers have participated in an activity for careers exploration	CEDARS 2021	ECR			P3.8	Researcher Alumnus network
PCDR3	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	Researchers to update their career development plans as part of career review and planning in appraisal and keep track of activity through out the year, reporting this at appraisal; Researcher to make use of the guidance and framework for career development once available	CEDARS ;- 70% of researchers agree that they have a career development plan 70% of ECRs report through the appraisal system that they have a career plan in (2022 appraisals)	CEDARS 2021	ECR- guidance from HR			P5.5	
PCDR4	Positively engage in career development reviews with their managers	Researchers to be proactive in reviewing careers and in working out what information/experiences they need to make choices;	70% of ECRs agree that they have a career development plan (CEDARS) 70% of ECRs report through the appraisal system that they have a plan in (2022 appraisals)	Appraisal 2022; CEDARS 2021	ECR			P3.10	
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Researcher consider/use opportunities- e.g. wider training programme; Gill Malone LIDo DTP ; entrepreneur in residence; fellowship writing workshops etc.,	(a) Enhanced number of applications for Gill Malone award - (b) number of ECRs applying to LIDO for a REP student increases from 4 per year to 6 per year; c) measured through mock-business plan creations as well as potential participation of groups in BBSRC YES competition. d) numbers attending workshops is maintained or increased and feedback from attendees is positive (they would recommend to a colleague - 75%;	June 2021 and 2022 reviewed at RCWG	ECR			P5.5	
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Take advantage of opportunities such as Public engagement events (RVC Lates) - ECR involvement in committees through the RA; Policy workshops with APHA through VEEPH for KE between the two organisations	Enhanced involvment of ECRs' in activities measured through participation numbers	CEDARS 2021	ECR			P5.2	