HREiR Action plan template (May 2021 - April 2023)
Details *(see 'Key' at the end of the document for all acronyms)*

Institution name:	*University of Portsmouth*	The institutional audience* for this action plan includes:		
Cohort number:	*8*	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	*25/5/21*	Research staff	136	
Institutional context:	The University of Portsmouth is a modern University with a growing research base and a reputation for excellence, recognised by its strong placing in various league tables. In 2020 we launched our new University Vision 2030, and University Strategy 2020-25 following a period of consultation with all staff and many stakeholders. Our recent entry into REF 2021 evidences significant growth in the number of research active staff, research income and further development of our research environment. At any given time, the University employs 120-140 Research Staff, depending largely on the number and type of externally funded research grants and contracts.	Postgraduate researchers	N/A	
		Research and teaching staff	N/A	
		Teaching-only staff	N/A	
		Technicians	N/A	
		Clinicians	N/A	
		Professional support staff	N/A	
		Other (please provide numbers and details):	N/A	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Old Concordat principle and clause
Environment and Culture								
Institutions must:								
ECI1	Ensure that all relevant staff are aware of the Concordat	**Action 1:** Promote awareness of, and engagement with, the concordat, through a range of modes, including engaging with research leadership, relevant committees, training, and fora. **Action 2:** Dedicated web page providing additional detail on the Concordat, our approach, and links to resources, extending beyond the existing page which is solely a repository for our documentation. (Actions also cover Obligations ECI6 and ECR1 and link to UoP Priority 5)	I Increase the proportion of Research Staff (RS) and managers of Research Staff who have heard of/or have understanding of the concordat by 10% May '23 (Benchmark CEDARS '21 25% RS and 39% managers). II Increase proportion of RS and Managers who have engaged in some way with their career stage fora by 10% by May '23 (Benchmark CEDARS RS 67%, Managers 72%).	Action 1 complete: May '22 Action 2 complete: Oct. '21 Success measure monitored: CEDARS 2023	RDG/MarComs RIS/RDG			New
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	**See EI2 (Row 42)**						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	Whilst no specific action was identified as a result of the gap analysis, as we judge that the obligation is adequately covered through existing provision and/or initiatives and that policies and mechanisms are in place for all staff, we will review at the next cycle of CEDARS. There has been a significant focus on wellbeing in pandemic, with many resources made available, furthermore, the RS network have delivered a session for RS specifically on this and we included reference to these policies in our Principal Investigators (PI) Guide.	CEDARS questions 14, 37, 38, 39, and 40 will be monitored.	Review May 2023	n/a			P6.9

ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							P2.3
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	No immediate action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. Significant focus in 2019-21 action plan (3.2), and we are satisfied that this obligation is currently covered through our engagement with the Concordat to Support Research Integrity. CEDARS 2021 indicated that there was an appetite for training around integrity, and we will monitor uptake of the provision.	CEDARS questions 26.7a, and 33.13a will be monitored.	Review May 2023	RDG				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	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							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	No specific actions under the Concordat, however, the Researcher Development Group (RDG)are engaging with Athena Swan (AS) and Race Equality Charter (REC)groups to ensure that equality, diversity and inclusion are included in the RDG agenda.	CEDARS question 26.8 will be monitored, and engagement with REC and AS groups will be routine through RDG meetings. No targets identifed at this point. This will be reviewed at 2 yr stage (May 2023).	Review May 2023	RDG				New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							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	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							P6.9
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							New

ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. In particular, the new structure and membership of the Researcher Development Group facilitates engagement of the different career stage fora (including Research Staff Forum) with the University's agenda for research environment and culture.	n/a	n/a	n/a			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	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						P5.3
ECR3	Take positive action towards maintaining their wellbeing and mental health	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						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	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. The University is focussing on race equality within its new strategy and has recently submitted to the Race Equality Charter and employed a new (interim) Director for Race and Equality who has reviewed the action plan. There are University wide policies and mechanisms for dealing with bullying, harrassment, discrimination and research misconduct.	CEDARS questions 14, 37, 38, 39, and 40 will be monitored.	Review May 2023	n/a			P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						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	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. Policies and procedures in place. Anonymised recruitment has recently been launched.	n/a	n/a	n/a			P1.2 P6.2 P6.7
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	**Action 3:** Pilot Research Staff (RS) specific induction events, (complementary to the Uni -wide one), to better support awareness and enable new connections, working in partnership with Research Staff Forum. **Action 4:** Further develop and expand new Induction website to include: creation of Research Staff specific induction resources/videos, based on University induction conference examples of good practice of local induction processes and resources collated from depts/schools/faculties (Actions also cover Obligations ECR1 and EI2 and link to UoP Priority 3)	I Two thirds of new Research Staff (RS) to have attended RS Induction by May '23. II Q.20 When you started with your current employer how useful did you find your induction? (Average +10% on 2021 CEDARS Q. 20 score by May '23) Institution = 33% useful Departmental = 58% useful Local = 67%).	Action 3 complete: July '22 Action 4 complete: May '23 Success measure monitored: CEDARS 2023	RDG/RIS/Fora RDG/RIS/ADRs/FMs			P3.6

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	No specific action was identified as a result of the gap analysis, and outcome of detailed data analysis undertaken under the previous action plan. The obligation is adequately covered through existing provision and/or initiatives, for example the executive review of academic roles and structures which is underway.	n/a		Review May 2023 (or when executive review of academic roles and structures reports)	RDG		P2.6 P6.3 P6.4 P6.7
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						P2.3
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	**See EM4 (row 57) actions 5 and 6**						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	No specific action identified, however, we are monitoring this obligation. The University has a redeployment process - all new jobs must pass through redeployment before advertising more widely. The executive level review of academic roles and structures (currently underway) covers research contract roles and may lead to future actions related to the Concordat. Related to this obligation we are focusing on careers in Priority 4 of the new action plan.	n/a		Review May 2023 (or when executive review of academic roles and structures reports)	RDG		P1.3 P2.1 P2.2
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	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						P3.13
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	n/a						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	n/a						New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	n/a						P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	n/a						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	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						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	**See EI2 (row 42) actions 3 and 4**						P2.2

EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						P6.3
EM4	Actively engage in regular constructive performance management with their researchers	**Action 5:** Creation of a suite of resources to better support Research Staff and their managers in ensuring value gained from the PDR process. **Action 6:** Explore whether system changes can be made ahead of the 2022 or 2023 cycle of PDR, to improve PDR uptake and value for and by Research Staff. This will be informed by recommendations arising from action 1.1 under the previous action plan. (This will be dependent on wider Uni factors). (Actions also cover EI5, ER3 and link to UoP Priority 2).	I +10% in Research Staff (RS) taking part in PDR over 2 years. (CEDARS Q 21 70% uptake between 2019-2021). II +20% increase in RS who found PDR useful or very useful over 2 years (CEDARS Q. 21.a 57% in 2021). III +10% increase in managers of stating they are confident or fully confident in managing PDR effectively over 2 years (CEDARS Q. 25 75% in 2021).	Action 5 complete: Jan. '23 Action 6 complete: Dec. '22 Success measure monitored: CEDARS 2023	RDG/HR RDG/HR			P2.3
EM5	Engage with opportunities to contribute to relevant policy development within their institution	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.						<mark>New</mark>
Researchers must:								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	**See EI2 (row 42) actions 3 & 4**						<mark>New</mark>
ER2	Understand their reporting obligations and responsibilities	**See EI2 (row 42) actions 3 & 4**						<mark>New</mark>
ER3	Positively engage with performance management discussions and reviews with their managers	**See EM4 (row 57)**						P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. Research Staff Forum is set up for this, and they have associated themselves with the national Research Staff Association.	n/a	n/a	n/a			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	**Action 7:** Promotional targeting PIs to help them understand the 10 day requirement, and provide guidance on how they can enable it to happen. **Action 8:** Include awareness of 10 days within the induction website, along with promoting the use of Vitae's RDF to plan their development and progression. **Action 9:** Through a range of modes including fora, website, blogs etc., promote the importance of mentoring as a crucial part of their development, and provide support in engaging with UoP mentoring platform. **Action 10:** Provide training to upskill/raise awareness of the requirements with relevant RIS/Professional service teams (RDOs, GOs, and CMs,) along with Faculty Office staff to further promote opportunities. (Actions also cover Obligations PCDM3 and PCDR1 and link to UoP Priority 1)	I 65% of our Research Staff (RS) state that they have spent 10 days or more in the previous 12 months on training and development by May '23. (Q.46 - institutional question CEDARS 2021 = 38%) II +10% increase in RS use of institutional mentoring platform (either as mentee or mentor) by Dec '22 (As of May '21 ~10% Research Staff are signed up to the mentoring platform; benchmark to be confirmed)	Action 7 complete: Sept. '21 Action 8 complete: July '21 Action 9 complete: May '22 Action 10 complete: Dec '21 Success measure monitored: CEDARS 2023	RDG/Fora DoCPD RDG/HR RDG/DoCPD			P3.1 P3.3 P5.5

PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	**Action 11:** Creation of Research Staff (RS) Career Development webpages - to ensure we cater for the differing career ambitions of RS, and includes a section to support managers in guiding and signposting their RS **Action 12:** Carry out at least one annual RS careers event - 'Careers Beyond Academia' - in partnership with Dept. Careers and Employability and career stage fora. **Action 13:** Fund industry focussed careers experts to support engagement with external organisations/industry, through development of KE/Enterprise activities, building and developing partnerships and introducing RS to business. **Action 14:** Create a careers champion/advisory group from current staff (coordinated through Researcher Development Group) to provide support for careers advice/conversations. **Action 15:** Implement an annual review of Research Staff exit interviews at Researcher Development Group. (Actions also cover Obligations PCDI3, PCDM1, PCDM2, PCDR1, PCDR2, PCDR3, PCDR4 and link to UoP Priority 4)	I 70% of research staff agree or strongly agree that their manager encourages them to consider a wide range of future career options within and beyond academia by May '23. (CEDARS Q. 30 2021 = 53%) II 85% of research staff agree or strongly agree that their manager supports them in their broader career aspirations by May '23. (CEDARS Q.28 2021 = 80%) III 90% managers of research staff indicate that they are confident or fully confident in supporting their RS in working towards broader career aspirations by May '23. (CEDARS Q.25 2021 = 87%) IV Minimum of 20 Research Staff to have undertaken cohort training by May '23.	Action 11 complete: July '22 Action 12 complete: May '23 Action 13 complete: May '23 Action 14 complete: Nov. '21 Action 15 complete: July '22 Success measure monitored: CEDARS 2023	RDG/CaE/ADRs RIS/CaE/Fora RIS/CaE RDG/CaE/Fora FMs/ADRs/ RDG			P3.10
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	**See PCDI2 (row 67) (specifically Action 14)**						P3.1
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	**See PCDI1 (row 66)**						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	**See PCDI2 (row 67)**						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	**See PCDI1 (row 66) and PCDI2 (row 67)**						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	n/a						P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	n/a						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	n/a						New
Managers of researchers must:								

PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	**See PCDI2 (row 67)**							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	**See PCDI2 (row 67)**							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	**See PCDI1 (row 66)**							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	We recognise that some action may be required here in order that we can fully meet the obligation over time. We will turn to this obligation once we have embedded the '10 days' of development time (Priority 1).	Not yet identified.	Review at end of action plan period (May '23)	tba				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	**Action 16:** Develop a Researcher Cohort training programme to sit within the Research Leadership cohort training suite of programmes, to include content around career development, leadership and research identity	I Minimum of 20 Research Staff to have undertaken cohort training by May '23	Action complete 16: May '23 Success measure: May '23	DoCPD/ADRs				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	**See PCDI1 (row 66) and PCDI2 (row 67)**							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	**See PCDI2 (row 67)**							P3.8
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	**See PCDI2 (row 67)**							P5.5
PCDR4	Positively engage in career development reviews with their managers	**See PCDI2 (row 67)**							P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	**See PCDM4 (row 80)**							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	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives, for example our Research and Innovation Development Programme (RISDP). The lead for Knowledge Exchange is working closely with the Researcher Development Group to ensure alignment between actions within the University response to the Knowledge Exchange Concordat.	n/a	n/a	n/a				P5.2

* The 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 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 suport staff; technicians.

Key:
RDG - Researcher Development Group
MarComs - Dept. of Marketing and Communication
DoCPD - Director of CPD
ADRs - Associate Deans research
RIS - Research and Innovation services
FMs - Faculty Managers
CaE - Dept. of Careers and Employability
HR - Human Resources
RDOs - Research Development Officers
GOs - Grants Officers
CMs - Collaboration Managers
RS - Research Staff