

# HREiR Action plan template 2020-2021

Details

<b>Institution name:</b>	<b>Glyndwr University</b>	<b>The institutional audience* for this action plan includes (complete or delete, as appropriate):</b>		
<b>Cohort number:</b>	<b>9</b>	<b>Audience</b>	<b>#</b>	<b>Comments</b>
<b>Date of submission:</b>	<b>10/09/2020</b>	Research staff	4	Research Assistants
		Other (please provide numbers and details):	7	Graduate Teaching Assistants

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
<b>Environment and Culture</b>							
<b>Institutions must:</b>							
ECI1	Ensure that all relevant staff are aware of the Concordat	a) Include information regarding the Concordat in new starter packs and in welcome email that is shared with all new staff. b) Provide checklist (of 'things to engage with regarding research') for managers completing Probationary reviews, with guidance provided to reviewing managers to include specific objectives around engaging with research activity and relevant training. c) An annual email will be sent to all relevant staff (including managers of researchers) to remind them of the University's obligations and their obligations under the Concordat. d) Update PDR (Performance Development Review) Guidance documentation to reviewing managers to include specific objectives around engaging with research activity and relevant training.	a) Information added to template b) Checklist in place c) Communication sent d) Guidance updated	a) 11/20 b) 11/20 c) 10/20 d) 10/20	a) HR b) HR c) HR d) HR		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Develop online content and roll out 'Equality Impact Assessment sessions to all policy authors and reviewers and monitor attendance.	a) Online content completed b) Training delivered - 100% take-up	a) 01/21 b) 07/21	a) HR b) HR		
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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	See ECI2	See ECI2	See ECI2	See ECI2		
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	a) Encourage Concordat beneficiaries and their managers to attend Integrity and Ethics training. b) Develop and publish online training resources for Integrity and Ethics. c) Monitor cases of malpractice via Research Committee.	a) 100% attendance b) Online training resources published c) Reported in Annual Report on Research Integrity	a) 07/21 b) 04/21 c) 12/20	a) Head of Research Services [HoRS] b) HoRS c) HoRS		
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) Explore with Concordat beneficiaries and all academic staff, 'What does a good research environment look like', using Personal Research Plan feedback as an initial guide. Add additional questions to research survey in 2020/21 to ensure that this information is captured. Put this information together with that gathered from PRPs. Ensure that actions flowing from this are followed up appropriately. b) Ensure that Research Strand Leads are in place for all disciplines c) Develop plan to improve response rate to staff and student surveys	a) Study undertaken; action plan developed b) 100% coverage c) Action plan developed	a) 05/21 b) 07/21 c) 11/20	a) RDT b) Associate Deans for Research [ADRs] c) RDT		
<b>Funders must:</b>							

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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	N/A	N/A	N/A		
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	N/A	N/A	N/A		
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	N/A	N/A	N/A		
<b>Managers of researchers must:</b>							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	See ECI4	100% attendance	See ECI4	See ECI4		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	See ECI5	See ECI5	See ECI5	See ECI5		
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 immediate action required; review in August 2021.	N/A		Aug-21 RDT		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No immediate action required; review in August 2021.	N/A		Aug-21 RDT		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) Participate in Faculty Away days b) Contribute to Staff Conference	a) 100% attendance b) 100% participation	a) 07/21 b) 07/21	a) ADRs b) ADRs		
<b>Researchers must:</b>							
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) GTAs and RAs to be encouraged to take part in Open House for Research b) GTAs and RAs to be encouraged to take part in joint Faculty Research Seminar Series c) Include questions in the research survey about these events and how useful the Concordat beneficiaries find them	a) 100% attendance b) 100% attendance c) Study complete	a) 07/21 b) 07/21 c) 05/21	a) RDT b) ADRs c) RDT		
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	See ECI5	See ECI5	See ECI5	See ECI5		
ECR3	Take positive action towards maintaining their wellbeing and mental health	No immediate action required; review in August 2021.	N/A		Aug-21 RDT		
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 immediate action required; review in August 2021.	N/A		Aug-21 RDT		
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) GTAs and RAs to participate in Faculty Away days b) GTAs and RAs to contribute to Staff Conference	a) 100% attendance b) 100% participation	a) 07/21 b) 07/21	a) ADRs b) ADRs		
<b>Employment</b>							
<b>Institutions must:</b>							
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	No immediate action required; review in August 2021.	N/A		Aug-21 RDT		
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	See ECI1; ECI2	See ECI1; ECI2	See ECI1; ECI2	See ECI1; ECI2		

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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) Encourage take-up of Research Development Awards, and opportunities to join a supervisory team as Advisor. b) GTAs and RAs to be eligible to study for PGCert on same terms as academic staff.	a) Monitor take-up b) Monitor take-up	a) 07/21 b) 07/21 c)	a) RDT b) RDT c)		
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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 immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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	See ECM5; ECR5	See ECM5; ECR5	See ECM5; ECR5	See ECM5; ECR5		
<b>Funders must:</b>							
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	N/A	N/A	N/A		
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	N/A	N/A	N/A		
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	N/A	N/A	N/A		
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	N/A	N/A	N/A	N/A		
<b>Managers of researchers must:</b>							
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
EM4	Actively engage in regular constructive performance management with their researchers	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	See ECM5	See ECM5	See ECM5	See ECM5		
<b>Researchers must:</b>							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
ER2	Understand their reporting obligations and responsibilities	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
ER3	Positively engage with performance management discussions and reviews with their managers	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	See ECR1	See ECR1	See ECR1	See ECR1		
<b>Professional and Career Development</b>							
<b>Institutions must:</b>							

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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	Ensure that this is adopted as University policy endorsed by VCET and communicate to researchers and their managers, for inclusion in PDR discussions	Policy in place	Mar-21	HR		
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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 EI3	See EI3	See EI3	See EI3		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
<b>Funders must:</b>							
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	N/A	N/A	N/A		
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	N/A	N/A	N/A	N/A		
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	N/A	N/A	N/A		
<b>Managers of researchers must:</b>							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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	See PCDI1	See PCDI1	See PCDI1		
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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
<b>Researchers must:</b>							
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	See PCDI1	See PCDI1	See PCDI1		

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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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
PCDR4	Positively engage in career development reviews with their managers	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	No immediate action required; review in August 2021.	N/A	Aug-21	RDT		
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 immediate action required; review in August 2021.	N/A	Aug-21	RDT		

\* 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 support staff; technicians.