

Details

Institution name:	Glyndwr University	The institutional audience* for this action plan includes:		
Cohort number:	9	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	26/11/2021	Postgraduate researchers	65	Please note that a 36% of our postgraduate research students are also on other staff contracts at the University either academic or professional service related.
Institutional context:	Glyndwr currently does not have any members of staff on research-only contracts, instead, all members of academic staff are employed on a teaching and research contract. As one of the University's main priorities within the Research Strategy 2018-2025 is to develop the research capacity and capability of the university by developing its staff, we believe that by making all academic staff and all postgraduate research students beneficiaries of the Concordat and representing development throughout the career lifecycle will further strengthen our commitment to research development.	Research and teaching staff	195	All academic staff at the University are employed on a research and teaching contract
		Post-Doctoral Research Assistant	4	We currently have four Research Assistants who are not also employed on a different academic contract or completing a postgraduate research degree.

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
EC11	Ensure that all relevant staff are aware of the Concordat	Create a Concordat Working Group which oversee the action plan and champion the principles of the Concordat. The Working groups will be made up of operational staff across the University and research staff from different disciplines and at different level of their research career. The Concordat and progress of the action plan will continue to be a standing item at the Research Committee. The new revised action plan, responsibilities and updates will be communicated to research strand leads and Associate Deans.	Completion of Annual Review, which will be prepared with the working group where progress will be noted and approved by Senior University Committees. Engagement of the Researcher Development concordat monitored by CEDARS Q43- 'Concordat to Support the Career Development of Researchers'. With the aim of all respondents taking part in the CEDARS survey to not select the option 'I have never heard of this'.	Ongoing annual commitment January 2022 January 2023	HoRS, PVCR, RDT		
		Create a designated Concordat web page which includes short videos explaining the responsibilities of each stakeholder.	Measured by web hits and an increased awareness and engagement of the Research Development concordat monitored by CEDARS, Q43	Video completion- February 2022. CEDARS Survey- 2023	HoRS, RIM, CMRA		
		Become signatories of the 2019 Researcher Development Concordat.	Communication sent from VC.	Jan-22	PVCR/VC		
		Create a social media campaign to communicate and promote our commitment to the concordat.	Monitor social media analytics Overall success monitored by CEDARS response to Q43- With the aim of all respondents taking part in the CEDARS survey to not select that option 'I have never heard of this'.	Feb-22	HoRS, RIM, CMRA		
		Continue to include information about the Concordat in welcome email to new research staff.	Review email template sent to new starters and include any new weblinks. Invite new researchers to become a member of the Concordat Working Group.	Feb-22	ODDM, HoRS		
EC12	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	All University research related policies and procedures to be hosted on Research Office webpages to ensure all documentation are easily accessible and visible to all research staff and students.	Measured by hits to webpage to ensure researchers are using resources and are finding them fit for purpose. Communicate new webpages hosting policies to all staff and through 'Research Briefings'	Jan-23	HoRS		
		Develop online content and roll out 'Equality Impact Assessment' sessions to all policy authors and reviewers.	Monitor attendance to sessions in first year of roll out and report on what percentage of staff is attainable for the second year. Monitor response to WGU Staff Engagement Survey in Equality section.	Mar-22	ODDM		

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	Recruit 'Champions' who will actively support the mental health and wellbeing agenda at all levels of the organisation.	Time to Change Staff champions in place Health & Wellbeing Society in place 1 Board Level Champion in place. Monitor CEDAR responses to Q41, 'Your institution actively promotes the importance of good mental health and wellbeing of staff?'	Jun-22	ODDM, WGSU		
		Introduce a staff health and wellbeing conference to share good practise, raise awareness of the training and resources available to staff.	Monitor attendance and feedback from the sessions to inform future approaches. Monitor CEDAR responses to Q26- 'In which areas have you undertaken, or would you like to undertake, training and other continuing professional development'- Mental Health and Wellbeing'. Review feedback from attendees.	Sep-22	ODDM, SAGM		
		Produce an Annual report on Mental Health and Wellbeing at WGU to highlight key data sets, progress and impact on students and staff and present to the Board of Governors.	Aim for all respondents taking part in CEDARs to agree or strongly agree to 'Your institution actively promotes the importance of good mental health and wellbeing of staff?'	Oct-22	DoO, MHWwg		
		Establish and co-ordinate a centralised approach to health and wellbeing initiatives, campaigns and events to raise awareness and encourage engagement	Calendar of Events & Campaigns Year on Year increase in Attendance figures.	Oct-22	MHWA		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Continue to progress towards Race Equality Charter application. Produce a staff development programme, that will incorporate face to face delivery, some elements of online learning, access to resources and educational material, awareness raising events and the University's visual commitment to Race equity via communication streams.	HR Committee to monitor progress of action. Monitor overall training and understanding of EDI using CEDARS Q26, Q37, Q41. Monitor staff members understanding of EDI under Equal Opportunities section of the WGU Staff Engagement Survey.	Ongoing individual action plans and time lines in place	ODDM. HR Committee		
		Development of a Menopause Guidance Toolkits to support those who are experiencing Menopause, with one aimed at those experiencing menopause and one aimed at line managers to enable them to support their staff appropriately. The guidance will be launched and supported by a Menopause Café helping to reduce the stigma attached to discussing menopause in the workplace.	Monitor attendance to support Café's. Monitor overall training and understanding of EDI using CEDARS Q26, Q37, Q41. Monitor staff members understanding of EDI under Equal Opportunities section of the WGU Staff Engagement Survey.	Guidance and communication launched October 2021	ODDM		
		Development of a Disability Toolkit, aimed at line managers to enable them to provide support to members of their teams who declare disabilities. Progress towards Disability Confident L3 Employer	Ongoing and individual action plan and time line developed to monitor progression towards L3 Employer Monitor overall training and understanding of EDI using CEDARS Q26, Q37, Q41. Monitor staff members understanding of EDI under Equal Opportunities section of the WGU Staff Engagement Survey.	Aug-23	ODDM, HR Committee		

		Continue to promote and support the progression of female staff through the Advance HE's Aurora Programme; a development programme aimed at female members of staff who work within HE, to support their progression to senior posts and address the imbalance seen in senior posts within the sector.	Increase interest in the programme for the next funded cohort. Monitor overall training and understanding of EDI using CEDARS Q26, Q37, Q41. Monitor staff members understanding of EDI under Equal Opportunities section of the WGU Staff Engagement Survey.	Oct-22	ODDM		
EC15	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	A gap analysis of the new Concordat for Research Integrity will take place. Any new areas highlighted will be addressed as part of the action plan for the Research Integrity Concordat	Arrange meetings and focus groups with all beneficiaries to gauge current understanding of the research integrity concordat and how they feel it could be further embedded into the University's research culture. Report of gap analysis presented to Research Committee with proposed action plan. Monitor researchers understanding of Research Integrity via CEDARS Q41- 'Your institution promotes the highest standards of research integrity and conduct'. Aim for all staff participating in CEDARS to answer with an understanding of the Concordat to Support Research Integrity in Q43.	Initial gap analysis and report to be presented to the May 2022 Research Committee	HoRS		
		Create a Research Ethics and Research Integrity training course available for all staff and students.	Consult with different disciplines and different researchers at different stages of their research career to understand what training needs in Ethics & Integrity are required. Research Committee and Research Ethics Sub-Committee to monitor progress of development. Monitor researchers understanding and interaction of training for Research Integrity via CEDARS Q26, Q33 Q41, 43	Oct-23	HoRS, RDO, RDT RC, RESC		
		Create a designated page on the Research Office webpages which provides tools and resources related to research integrity.	Measured by hits to webpage to ensure researchers are using resources and are finding them fit for purpose. Ask a section of research department leads and post graduate students in they feel the resources have been helpful. CEDARS Q41, Q43	Oct-22	HoRS, RIM		
EC16	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	Continue to promote and engage all researchers to complete and update Personal Research Plans (PRP), to be discussed with a critical friend and sent to the Research Office.	Research Office to monitor and conduct a qualitative analyse of what researchers have answered in their PRPs around research support, barriers and institutional help. A report detailing these findings will be presented to Research Committee. Meetings with individual researchers will be set up once they have submitted their PRP to discuss their 12 month plans and development needs further. Increase submitted PRPs and renewed PRPs from 51% to 70%.	Oct-23	HoRS, RIM, RC		
		Run Research Culture Cafes for all staff and research students to share best practice, raise issues and propose solutions for change. Specific research culture café's will be set up for different level of research careers, including one primarily for researchers on FTC.	As a new initiative we hope to increase engagement over two years of first culture café. Feedback findings to RC. Data collected and generated from the Culture Cafe's will be presented across the University. Monitor overall by using WGU Staff Engagement Survey, by increasing staffs responses to 'Empowering and Involving People' questions.	Run two culture cafes a year and report feedback to RC October 2023	HoRS, RIM, RDO, ADR		

		Continue to promote and engage all researchers to attend Open House for Research. Ensure the development team follow up with the ideas that are collectively discussed in Open House to further promote collaborative research across the University.	Increase engagement by 20% and feedback surveys from these sessions. Create impact case studies from the success stories which come out of presenting at Open House.	Sep-23	RDT, RDO		
		Ensure feedback from PRPs and Researcher Training events are taken into consideration when planning the bi-annual staff conferences to establish themes where staff need further support, guidance and training. Make the bi-annual staff conferences available for PGR students to both attend and present at.	Report findings and training needs to University Executive team when planning conferences and events.	Sep-23	HoRS, RDT, ET		
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						
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers						
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote						
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	Ensure that managers of researchers engage with newly developed online content for 'Equality Impact Assessment sessions'.	New sessions to be attended by 80% of managers in first year of roll out.	Feb-23	ODDM		
		Ensure managers of researchers have received and engaged with the Hate Crime Toolkit, aimed at line managers to enable them to provide support and educate their team members in relation to hate crime incidents.	100% completion of all Managers of researchers. Monitor overall training and understanding of EDI using CEDARS Q26, Q37, Q41. Monitor line managers understanding of EDI under Equal Opportunities section of the WGU Staff Engagement Survey.	Oct-22	ODDM		
		Ensure managers of researchers have received and engaged with the new Disability Toolkit, aimed at line managers to enable them to provide support to members of their teams who declare disabilities.	100% Completion of all Managers of Researcher. Monitor overall training and understanding of EDI using CEDARS Q26, Q37, Q41. monitor line managers understanding of EDI under Equal Opportunities section of the WGU Staff Engagement Survey.	Oct-22	ODDM		
		Ensure managers of researchers have completed the Equality & Diversity Session.	Monitor and review attendance of managers completing E & D training. 100% of research managers to have completed training.	Feb-23	ODDM		

ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	A review of research ethics, research integrity and research data governance will be completed alongside the gap analysis of the Research Integrity Concordat discussed in EC15. The review will evaluate the roles and responsibilities of managers of researchers working with them to assess and communicate how to embed the highest standards of research practice within a research team.	Hold meetings with research managers to discuss research integrity. Standing agenda item at the Research Committee to monitor progress.	Mar-22	HoRS		
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	Review staff development and induction strategies to ensure mental health and wellbeing is embedded and promoted as part of the processes.	Health & Wellbeing information included as part of the 'on boarding' and in Induction session.	Sep-22	Head of HR/ ODDM		
		Establish a health and wellbeing hub to co-ordinate information, support and service provision, jointly with the SU and external agencies.	Launch of electronic and physical hub. Monitor Managers response to CEDARS- Q26- 'Respond to any issues relating to health and wellbeing'	May-22	SAGM, WGSU, Estates		
		Embed mental health and wellbeing into our Personal Tutor development programme	Training programme in place as part of revised Personal Tutor Framework. Monitor responses to Q26, 33	Oct-22	SAGM, Personal Tutor T&F Group		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, Q25 to review if any future actions will be required.	Sep-23	n/a		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Participate in and encourage staff to attend the Research Culture Cafes to share best practice, raise issues and propose solutions for change.	Increase engagement over first two years of new initiative. Create and share across the University discussion and findings of the Culture Cafes.	Oct-23	HoRS, RIM, RDT, RDO		
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	Continue to encourage and promote research staff and students to attend and present at the Open House for research, taking place 4 times a year.	Increase attendance to Open House by 20% over two years. Create Impact Case Studies of the sessions and how they have contributed to research development.	Oct-23	RDT, RDO		
		Encourage Research Staff and students to participate in new Research Culture Cafes to share best practice, raise issues and propose solutions for change Specific research culture café's will be set up for different level of research careers, including one primarily for researchers on FTC.	Increase engagement over two years of first culture café. Feedback progress and findings to RC. Create and share across the University the discussion and findings of the Culture Cafes.	Run two culture cafes a year and report feedback to RC October 2023	HoRS, RDO		
		The development of a new staff mentor scheme will be launched in 2022.	Monitor uptake and use of mentor scheme, receive qualitative feedback on the scheme.	Jan-22	ODDM		
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Engage with and promote the provision to support Research Integrity. Release of Research Integrity resources available on Research Office Webpages.	As well as discussing research integrity at an institutional and Management level, researchers including ECR and PGRs will be asked to feed in to the review of Research Integrity at the University. Monitor CEDAR responses to Q26, Q33, Q41, Q43	Oct-22	HoRS		

ECR3	Take positive action towards maintaining their wellbeing and mental health	See ECI4 & ECM3	Monitor CEDAR responses to Q42- You take positive action to maintain your mental health and wellbeing?	Aug-23	See ECI4 & ECM3		
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	Dignity at Work Policy and procedure to be reviewed. Any changes communicated to all staff.	Monitor CEDAR responses- Q38 To what extent do you agree with the following statements in relation to bullying and harassment?	Mar-23	ODDM		
		Review misconduct procedure ensuring the line of reporting any potential issues are transparent, clear and fair. Hold focus groups with different levels of researchers to discuss ideas about mechanisms of reporting and raising issues of research misconduct.	Research Committee to oversee review of research misconduct procedure. Focus group outcomes and actions to be reported to RC.	Oct-22	HoRS		
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Review and establish a mechanism to ensure that research staff, including ECR and PGRs have representation at committee level.	Monitor via WGU Staff Engagement Survey under 'Empowering and Involving People'. Conduct focus group meetings with PGR representatives.	Oct-23	ODDM, HoRS, ET		
		Engage with Research Culture Cafes to share best practice, raise issues and propose solutions for change Specific research culture café's will be set up for different level of research careers, including one primarily for researchers on FTC.	Monitor attendance and level of researcher attending these sessions. Monitor via CEDARS, Q16- 'Institutional policy and decision making' Q42 Monitor via WGU Staff Engagement Survey under Empowering and Involving People Create and share across the University discussion and findings of the Culture Cafes.	Oct-23	HoRS		
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q19, Q25 to review if any future actions will be required.	Sep-23	n/a		
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Include a research page in the induction handbook to introduce the research office, the services of support available and the where to find related research policies, procedure, obligations and responsibilities. Hold consultation with current research staff on the induction process and ask them what useful information about research they would want to be included.	Monitor via CEDARS- Q20- 'When you started with your current employer how useful did you find your induction' Review consultation to create new research office induction initiative.	Jul-22	HoRS, ODDM		
		Create a new process of research induction with the research office for all new research staff at the University. Encourage researchers as part of the induction process to develop a personal research plan and send it to the research office.	Generate feedback from these induction sessions to see if they found this process useful and if this has an effect on being further involved in research development events such as the research office training and open house.	Jul-22	HoRS, ODDM, AD		
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 immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, Q17, Q28 Monitor responses to WGU Staff Engagement Survey under 'Building Capability' to review if any future actions will be required.	Sep-23	n/a		

E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Continue to promote staff to take part in the Future Leaders programmes which is offered to staff at lower levels. Pilot the WGU Leader programme aimed at higher level.	Monitor uptake and feedback of both programmes. Review responses to CEDARS Q26, Q30,Q 33	Sep-23	HoE, ODDM		
		Review the current Programme leader training that is in place to establish if a similar development training programme can be put in place specifically for researcher managers.	Review and analyse feasibility of the training programme and report to the RC. Review responses to CEDARS Q26, 30, 33	Sep-23	HoRS, ADR, HoE		
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	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, 16, 17 to review if any future actions will be required.	Sep-23	n/a		
E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, 25, to review if any future actions will be required.	Sep-23	n/a		
E17	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	Review and establish a mechanism to ensure that research staff, including FTC and PGRs have representation at committee level.	Monitor via WGU Staff Engagement Survey under Empowering and Involving People. Conduct focus group meetings with PGR representatives.	Oct-23	ODDM, HoRS, ET		
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						
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security						
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression						
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels						
Managers of researchers must:							
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	See all actions under E14	See all success measures under E14	Sep-23	HoRS, ADR, HoE		
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	Ensure all relevant employment legislations and codes of practice are easily accessible to all staff and research students on our webpages including guidance on terms and conditions of grant funding.	Monitor web page hits. Review annual staff survey.	Sep-22	HoRS, DM		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q25, to review if any future actions will be required.	Sep-23	n/a		

EM4	Actively engage in regular constructive performance management with their researchers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q16, 25, to review if any future actions will be required.	Sep-23	n/a		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Review and establish a mechanism to ensure that research staff, including FTC and PGRs have representation at committee level.	Monitor via WGU Staff Engagement Survey under Empowering and Involving People. Conduct focus group meetings with PGR representatives.	Oct-23	ODDM, HoRS, ET		
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Ensure all relevant employment legislations and codes of practice are easily accessible to all staff, including guidance on terms and conditions of grant funding.	Monitor web page hits. Review annual staff survey.	Sep-22	HoRS, DM		
ER2	Understand their reporting obligations and responsibilities	Review the relevant reporting obligations of all researchers and provide a mechanism to ensure these are effectively communicated.	Monitor via WGU staff engagement Survey 'Structuring Work'.	Jul-23	HoRS, HR		
ER3	Positively engage with performance management discussions and reviews with their managers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, 16, 17 to review if any future actions will be required.	Sep-23	n/a		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Review and establish a mechanism to ensure that research staff, including FTCs and PGRs have representation at committee level.	Monitor via WGU Staff Engagement Survey under Empowering and Involving People. Conduct focus group meetings with PGR and FTC representatives.	Oct-23	ODDM, HoRS, ET		
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	Continue to communicate 10 day professional practice to all researchers and encourage this to be discussed and recorded using the University's Workload Allocation Model.	Monitor via CEDARS- Q35. Review centralised CPD hours recorded.	Oct-23	RDT, HoRS, AD, PVCR, HR		
		Develop a guide for 'what is professional development' which will be available on the research office webpage and communicated to all researchers	Monitor via CEDARS- Q35. Ask researchers at different stages of their research career if they found the guidance useful. Encourage researchers to use the document when completing their PRP and setting out their annual development needs.	Mar-22	HoRS, RDT, RDO, RIM		
		Encourage all researchers, previously only aimed at research students to attend WGU Researcher Training Sessions.	Monitor attendance and level of researcher and encourage attendees to complete feedback forms to inform future events. Aim to increase attendance to these sessions by 20%.	Sep-23	RDT, RDO, HoRS		
		Promote Research Development awards for external funding, first collaborations and conference contributions.	Increase applications by 10% Awarded individuals to present at Open House to share with the research community how the funding was used to develop their research. Create case studies with the individuals who win the Awards to showcase how this has further developed their research	Sep-23	HoRS, ADR, DM, RIM		
		Create a timetable/ calendar of research and professional development opportunities the University is offering and can support.	Increase attendance to research training by 20%. Monitor CEDAR responses to Q14- 'Access to training and development opportunities', 20,26, 30, 33,36	Mar-22	HoRS, RIM, RDO,		

PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Annual Performance & Development Reviews include a section to discuss personal research plans and research development. To guide reviewers of the PDR process up coming research training and development opportunities will be shared with research managers.	Monitor CEDARS Q28, 30, 31 Consult with managers of researchers to see what further guidance might be required to support this process. Monitor WGU Staff Engagement Survey responses to 'Managing Performance'- aim to increase responses by +4%	Apr-22	HoRS, RDT, RDO, HR		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q30 to review if any future actions will be required.	Sep-23	n/a		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Current development of Wrexham Glyndwr Research Information System will enable all staff to create profiles to showcase their research identity.	Weekly project management meetings of building online research information system. Meet with all research subject leads to discuss how they want to shape their research identity and how this should be presented on our external webpages. Monitor staffs understanding of developing their research identity via CEDARS Q28. Q30	Apr-22	HoRS, CMRA, IT		
		Encourage researchers to complete personal research plans and submit to the research office to then be able support what development might be required.	Complete continual qualitative analysis of PRPs and meet with individual researchers to discuss what support is needed to further develop their personal plans and as a University achieve metric test goals towards Research Degree Awarding Powers. Monitor CEDAR responses to Q14, 26, 30, 33 Monitor responses to WGU Staff Engagement Survey under 'Building Capability'	Oct-22	HoRS, RDO, RIM, DM		
		Establish research centres and create designated webpages on the external facing Glyndwr website, showcasing examples of impactful research studies in that area.	Review and monitor progress of initiative at the Research Committee. All webpages will be created in consultation with the researchers.	Sep-23	RIM		
		The introduction of a new Public Lecture Series; Glyndwr Talks. This will be available to all staff to participate and attend, to help grow their research platform and identity whilst creating opportunities to engage with the public and key stakeholders.	Attendance from the public lectures will be reordered, and presenters will be asked to provide feedback of the event and detail and potential positive impact this has had on their research				
		Continue to promote staff to take part in the Future Leaders programmes which is offered to staff at lower levels. Pilot the WGU Leader programme aimed at higher level.	Monitor uptake and feedback of both programmes. Review responses to CEDARs Q26, 30, 33	Sep-23	HoE, ODDM		
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	Creating a research culture internally and work with academics to engage with industry through research and innovation projects. Organise and deliver internal events for promoting activities and sharing best practice Organise opportunities for skills development for academic staff Provide support when needed through accessing external support to increase capacity and expertise. Support in generation of Spin-Out and IP.	Monitor responses to CEDAR Q34- What is your level of interest in engaging in the following aspects of the research system? 30+ KT Vouchers per year 3+ Mini KTPs per year	Sep-23	HoE, HoRS, PVCR, DM, AD		
		Increase of contract research and consultancy work by creating and sustaining industry relationships. Develop key internal relationships. Organise opportunities for skills development for academic staff	Increase in of contract research and consultancy income	Sep-23	HoE, HoRS, PVCR, DM, AD		

PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.					
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						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
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						
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Encourage researchers to submit their PRP to the research office after completing their annual performance development review.	Email PDR reviewers to remind them of this process after completing stage 3 of review. Consult with managers of researchers to see what further guidance might be required to support this process. Aim for a 20% increase in PRPs submitted.	Apr-23	DoF, AD, HoRS		
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 was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDAR questions Q17, 25, 28, 30 to review if any future actions will be required.	Sep-23	n/a		
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.	Through 'research briefings' to research line managers communications on 'what is professional development' and timetable of upcoming events will be sent out.	Increase attendance to Research Office training events and sessions by 20%. Monitor PGR research training satisfaction in PGR survey. Monitor attendance of FTC researchers to events available Review CEDARS responses to Q14,26, 35, 36, 21	Dec-22	DoF, AD, HoRS, ODDM, RDT		
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.	Promote Research Development awards for external funding, first collaborations and conference contributions.	Continue to communicate the development awards the Research Office has available. All individuals who win an award will create a report and present at Open House at how the funding has further developed their research. Increase applications of the Awards by 10%	Sep-23	HoRS, ADR, DM		
		Provide guidance for research managers, with regards to supporting researchers to develop their research identity, leadership skills, engaging in career development conversations, and recognition and value at work.	Communicate guidance, Review CEDARS responses to Q14,26, 35, 36, 21, review WGU Staff engagement survey 'Living the University's Values.	Mar-23	HoRS, RDT, ADR		

PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Continue to promote staff to take part in the Future Leaders programmes which is offered to staff at lower levels. Pilot the WGU Leader programme aimed at higher level.	Monitor uptake and feedback of both programmes. Review responses to CEDARs Q26, 30, 33 Create case studies from the programmes to share with future participants	Sep-23	HoE, ODDM		
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	See all actions under PCDI1	See all Success measures under PCDI1	Sep-23	HoRS, RDT, AD, DoF, all research staff		
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 was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q30 to review if any future actions will be required.	Sep-23	n/a		
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	Encourage all researchers to submit their PRP to the research office.	Aim for a 20% increase in PRPs submitted. Circulate examples of Personal Research Plans from early, mid and experienced researchers.	Apr-22	All research staff		
		Ensure academic staff complete their academic CV using the University template and submit to the research office. Work with PGRs and FTC researchers to develop and guide their academic CV	90% of CVs received to Research Office. Reviewing academic CV's with PRPs and data collected as part of the current Research Degree Awarding Powers process, work with individual researchers to find where development is needed to build their CV and research career further.	Jun-22	HoRS, RDT, AD, DoF, all research staff		
		Ensure all researchers including staff on FTC engage with the new Wrexham Glyndwr Research Information System, and create and update staff profiles to reflect a portfolio of research activity.	Testing groups with different career levels will take place before the new CRIS system goes live. Training sessions and drop ins will be in place for when the system goes live. 100% of researchers to have an staff profile published on	Oct-23	All research staff		
PCDR4	Positively engage in career development reviews with their managers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q16, 21, 31 to review if any future actions will be required.	Sep-23	n/a		
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See all actions under PCDI4	See all Success measures under PCDI4	Sep-23	All research staff		
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	Increase knowledge transfer activities with local and regional organisations by developing and managing key initiatives to encourage engagement.	Develop appropriate management of projects to ensure success and recurrent opportunities Create clear and professional messages for industry on social media Increase KT Vouchers and Mini KTPs Increase KTPs	Sep-23	HoE		
		Working collaboratively increase and support work-related learning opportunities to aid in skills development and employability of our students and graduates	Increase in Educational, non-Educational and industrial providers ready to take placements Increase in programme areas supported internally.	Sep-23	HoE, Programme leaders		

* 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.