HREiR Action plan template 2022-2025

Details

Institution name:	Durham University
Cohort number:	5
Date of submission:	19/1/2023
Institutional context:	Overall responsibility for reviewing and evaluating progress against our action plan sits with the Research Culture Committee (RCC) which replaced the Concordat Implementation Group (CIG) in 2021 and has a wider remit to oversee research culture development across the University. The RCC takes a holistic view of 'research' and 'research culture' and is dedicated making positive changes impacting Researchers (n=400), Research and Teaching staff (n=1467), Technicians (n=90) and PGR Students (c1700). It is Chaired by the Deputy Pro-Vice Chancellor for Research (Professor Jane Macnaughton). The group includes representatives from HR Business Partnering, the Researcher Development Programme based in the Durham Centre for Academic Development (DCAD), the Equality and Diversity Team, Research and Innovation Services (RIS), the Library, Careers Advisor, the Chair of the University's Technical Manager's Network and academic staff from the University's four faculties. Research staff membership is provided via the chair of the Research Staff Association (RSA), who is elected by the research staff community and represents the voice of contracted researchers within the University. The RCC reports to University Research Committee which is a formal committee of Senate. The RSA meets regularly with its members to feedback issues to the RCC to contribute to institutional decision making. The HR Excellence in Research Award forms part of a larger package of university strategies and implementation mechanisms that positively impact our researchers' career and professional development support and opportunities. As such, the award is considered alongside the University Strategic Plan 2017–2027 and within this, the University People Strategy.

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	450	
Postgraduate researchers	1700	
Research and teaching staff	1467	includes Pis
Teaching-only staff		
Technicians	172	
Clinicians		
Professional support staff	90	
Other (please provide numbers and details):		

				Complete for submission				To be completed only when reporting on action plan		
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	Ensure all relevant staff are aware of the Concordat.	1) Raise awareness of the concordat via the Newsletter and Research Staff events and SharePoint site 2) Raise awareness with PIs to include Concordat in grant applications. 3) Develop a research staff development needs analysis based on the Concordat (DNA) 4) Ensure that the Concordat is detailed on the induction checklist.	1- 4 Yes	1) from Nov 22 2) From Nov 22 3) From Nov 22 4) prior to October 22	DCAD	1) Target achieve >500 page views in 2022-23. >750 page views 2023-24 and >1000 page views 2024-25. CEDARS 2023 CD concordat awareness 60% (75%) and Ri concordat awareness 55% (75%) 2025 goal in brackets. Revamp research staff newsletter (6 per year ,target >100 views per issue). Concordat added to each Faculty Research Com in 2023 and 2024 2) Include Concordat in termly grant writing workshops and feedback 3) Target DNA >40 active users (2023) >50 (2024) >60 (2025) 4) Ensure that Concordat is implemented in new induction hub July 2023.				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	1) Embed new processes and continue to review the success of new policies and feedback any issues or challenges that arise and ensure research representatives are involved in relevant consultations and are able to feedback. 2) All policies subject to an appropriate equality impact assessment and EDI training is embedded as part of University culture.	1) Yes 2) Yes	1) report to RCC September 22 2) June 2023	RIS	1) Policies are reviewed in line with university EDI rules currently under review. The review also includes assessing costs and impacted staff groups. Provide four annual, Faculty based, workshops around the promotion and progression process. All staff are required to complete the EDI 'required learning' on a 3 year basis >95% compliance based on Oracle data in each year 2) This is carried out by policy sign off committee where appropriate and training given on EDI review awareness				
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	1) Institutional participation in CEDARS report to RCC and provide official feedback to researcher communities. 2) Annual research staff and PGR focus groups report to RCC and feedback to researcher communities 3) Work with RSA to improve research culture and promote university training and development opportunities	1) Yes reworded 2) Yes reworded 3) No	1) July 2023 2) October 2024 3) June 2025	DPVCR	This kind of cultural change is challenging to measure but we plan to track it in the following ways: 1) Page views and feedback given through the Research Culture SharePoint Site; CEDARS 2023 and 2025 feedback disseminated to all research staff 2) Attendance and feedback monitoring at online and in person communication sessions in relation to the Flourish Project. 3) RSA to hold monthly meetings - qualitative feedback from new and established researchers	The DPVC is leading on a major review of research culture in 2022-25 with actions in relation to: Researcher Career Development; PI support; Time for Research; Rewarding what we value. This road map will be developed in autumn 2022 with specific actions to be determined. So far attendance at Research Culture values session has been over 70 staff and for specific staff groups 30-40 per session. We expect this to increase as the project gains momentum.			

| ECR1 | Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students. | 1) Launch new research staff mentorship programme
2) Invest in the development of the Research Staff Association by providing administrate support, creating RSA website and promoting RSA attendance on appropriate research committees.
3) Citizenship added to key activities in progression and promotion for academic year 2022-2023. | 1 - 4) No | 1) September 2022
2) July 2023
3) June 2023 | DPVCR | 1) New staff mentorship programme launched
2) The Research Culture team and DCAD plan to use Research Culture funding to support the RSA with administrative help for its development. That will enable better advertising, more events and recording of numbers attending events. We intend to double the membership over 2023-25.
3) Staff engage with and complete citizenship aspects of progression and promotion document. | Researchers have been invited to contribute to Research Culture Values workshops in May and June 2022. They will also be invited to a town hall meeting to discuss their specific issues in relation to research culture to inform the ongoing Road Map. Researchers and members of the RSA have already contributed to Reserach Culture Values workshops, and given feedback (N=30) at reserach culture cafes and events in May-July 2022. | | | |

Wellbeing and mental health

The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.

| ECI3 | Promote good mental health and wellbeing through the effective management of workloads and people. | 1) Embed of new pan-University Health & Wellbeing Strategy 2020-25
2) Conduct and review of DU Working Principles (ways of Working/Workload) | 1) Yes
2) No | 1) October 2023
2) Established in October 2022 - Project delivery begins in December 2022. Principles implemented by December 2023. | HR-OD | 1) Health and wellbeing hub created Autumn 2022. Health & Wellbeing Strategy Implementation Group created. Staff survey - MADE@DU Creating a Caring Culture 15 September and pulse survey. Launch suite of Health & Wellbeing workshops to support managers and staff (Oct 2022).Run Health & Wellbeing Cafes for all staff. Provide Mental Health First Aiders for staff.
Launch UEC Lead Workload Steering Group for Academic and PS staff.
Embed Health & Wellbeing into all the HR-OD leadership programmes. CEDARS 2023 to show ....
a) 80% feel able to take positive action to support their mental health and wellbeing (85%). b) to show that 65% of staff believe DU supports the importance of good mental health and wellbeing (70%) c) 60% feel their immediate environment supports good mental health and wellbeing (65%) - 2025 goals show in brackets. Detail of awareness assessed through annual focus groups.
2) The Workload Steering Group aims to ensure fair, transparent and achievable workloads and comprises Academic and Professional Services colleagues. The objectives include agreeing appropriate high-level workload principles which will cover all University employees. Work on the ''Principles of Fair Workload' will be developed in Spring 2023 will more detailed work undertaken in Summer 2023. | Several wellbeing initiatives have already happened these need to be more widely promoted to staff so they can make informed support choices. Initiatives include: Health & Wellbeing Strategy, Health & Wellbeing Hub, Concerns Policy, Mental Health First Aiders (see links section) | | | |
| ECI4 | Ensure managers of researchers are effectively trained in relation to wellbeing and mental health. | 1) All staff complete the EDI 'required learning' at induction stage
2) Promote OD learning and development programme to research staff including Skills Boosters, EAP and SilverCloud support mechanisms alongside DCAD and RIS development programmes
3) Promote the awareness of institutional Mental Health First Aiders
4) Promote 'managing the wellbeing of your team' resource to research and managers with a focus on managing during hybrid working. | No | 1) Feedback to RCC in September 23
2) September 22 (and each newsletter thereafter)
3) From Sep 22
4) Completed May 22 | HR-OD | 1-4) Reduction in Occupational Heath referrals (re: wellbeing and mental health issues). Measured against 21-22 data

Reduction in Staff Concerns. (see also EDI3 above) | All staff to complete the EDI 'required learning' programme on Oracle Learn by the end of January 2023 and refresh every 3 years.

Courses are all made available on the Oracle Learning platform.

Occupational Health information is available on the HR-OD webpages.

All Staff
.• Time Management – 'Manage your energy not your time'
• Stress and Resilience
• Ease the Load
• Focusing on Self-confidence and Assertiveness
• Mental Health Awareness for individuals Managers
• Confident Wellbeing Conversations for Managers
• Menopause Awareness for Managers
• Mental Health in the Workplace: skills for managers

Mental Health training modules for line managers available on Oracle Learning e.g. The Role of the Line Manager, Initiating a Wellbeing Conversation, Stress | | | |

ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	1) Healthy working agenda added to key communications (e.g. Health & Wellbeing included in all staff induction checklist, Operational management programme, VC welcome induction, Health & Wellbeing strategy and action plan) 2) Apply for Accreditation of Mental Health Charter AY 23-24. 3) Promote the use of Wellness Action plans and stress risk assessments. Raise awareness of the Staff Concerns Hub/Code of Conduct.	No	October 2024	HR-OD	1) Report on research staff trends in annual report to Research Management Committee. CEDARS 2023 to show 80% feel able to take positive action to support their mental health and wellbeing. Detail of awareness assessed through annual focus groups. 2) Work towards achieving the Mental Health Charter as an institution for AY 2023-2024. 3) Review of Hybrid working Raise awareness of the Institutional Mental Health First Aiders Advisers (MHFA), launched May 2022. Promote the Wellbeing Hub. Promote the EAP.	There are a number of initiatives across the university designed to promote a healthy and flexible working environment including: Trial of Hybrid working, updated family friendly policies and wellness action plans - these all require promotion to make sure they become embedded. There are also a number of key responsibilities (e.g. Andy Mulligan, Health & Safety Lead on institutional responsibility on all H&S matters including stress. and Louise Huscroft, Occupational Health, Wellness Action Plans, Stress Risk Assessments, Occupational Health referrals)			
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	1) Consider flexible working requests from research staff 2) Raise awareness of the recently updated Family Friendly policies (namely maternity/paternity/ shared parental leave policies) 3) Raise awareness in departments of Wellbeing/Research Cafes to promote relevant policies.	No	1-3) July 2025	HR-OD	1) Departments and HR to engage with quantity and type of flexible working requests from research staff. 2) Policy review and uptake by HR in July 23, 24 and 25 3) Increase attendance at Research Culture Café to discuss staff wellbeing and policies				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	1) Actively promote Health & Wellbeing through the Wellbeing Hub e.g. through Teams sites; wellbeing cafes and Dialogue 2) Actively promote Health & Wellbeing at the Research Culture cafes. 3) Raise awareness of the Institutional Mental Health First Aiders (MHFA), launched May 2022.	No	1) July 2023 2) Cafes running 2023, 2024 and 2025 3) May 2023	HR-OD	1-3) Reduction in Occupational Health referrals re: mental health and wellbeing. (compare with 21-22 data.) 2) Increase attendance levels amongst research staff expect increase on 2022 levels. Increase uptake of MHFA's. CEDARS 2023 80% of staff believe they can take positive action to maintain good mental health (85%) - 2025 goal in brackets				
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	1) Review effectiveness of a new pan-University Health and Wellbeing strategy. 2) Review effectiveness of the new Staff Code of Conduct & Staff Concerns Policy (Concerns Hub) 3) Work towards the actions of the Race Equality Charter (REC) 4) Embed new learning and development programme to support Concerns, Bullying & Harassment Advisers (CBHA). 5) Embed and evaluate the new learning and development programme, Respect, Values & Behaviours (RVB) for all staff.	Yes	June 2023	HR-OD	1) Reduction in Occupational Health referrals re: mental health and wellbeing. N.b. numbers may rise due to increased awareness of policies and practices arising from the strategy. 2) Report on visits to staff concerns hub site from c.3500 view to 4000 views (year 1); 4500 (year 2); 5000 (year 3). 3) Progress against REC action plan will be evaluated by the Diversity and Inclusion Action Group. Uptake of EDI Fund (launched December 2022). Increased awareness of Race Equality Charter Hub - 25% increase in SharePoint page views. 4) Evaluation of programme through staff focus groups in November 2023, 24, 25. 5) Compulsory training for all staff. Uptake on training assessed through Oracle Learning. Annual review and report on uptake.	HR launched a new Staff Code of Conduct and Concerns policy in April 2022. A SharePoint concerns Hub has been made available to support staff. OD provide regular wellbeing cafes. A Microsoft Teams site also supports this agenda. OD EDI L&D team have developed a learning and development workshop for the new CBHA for end of May 2022. The CBHA report to the EDI unit. OD EDI L&D team launched the RVB programme for staff from February 2022. OD Team launched Inclusive Culture programme for managers and leader from November 2021. The EDI unit are responsible for the Report + Support tool. Durham University has been awarded a Bronze Award for Race Equality Charter in July 2022.			
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	1) Promote and embed policies on discrimination, bullying and harrassment and monitor attendance at relevant training. 2) Encourage managers to promote the Report and Support tool	Yes	June 2023	HR-OD	1) Staff training provided through Oracle e-learning and face-to-face learning. Increase update of training by managers. Reduction in bullying and harrassment cases. 2) HR-OD to report on use of Report and Support tool.	HROD Concerns Policy and Hub to support staff.			

ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	Ensure that researchers are aware of policies available and the reporting mechanisms in place through induction materials, departmental processes and the Research Staff Assocation and EDI Training.	Yes	June 2024	HR-OD	CEDARS reporting and qualitative feedback from Research Staff Association members.	HROD Staff Concerns Policy and Hub to support staff.		

Equality, diversity and inclusion

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	1) Provide and promote suitable EDI learning and development events along with online materials for research managers. (See EC14) 2) EDI embedded into all HR-OD leadership programmes. 3) RIS to promote and monitor if research managers are carrying out relevant learning and development opportunities to support EDI. 4) Inclusive induction process for Academic and PS colleagues who will hear about the HR-OD and DCAD learning and development offer.	Yes	June 2024	EDI Unit	Required EDI training for all every 3 years: HR-OD: Equality, Diversity and Inclusion training. The University has develop a Gender Equality Action Plan and dedicated resources for researchers. There will be increased promotion of these resources to the researcher community.	There is a range of EDI development resources already available to staff EDI 'required learning' (included in induction programme) EDI Leadership Programmes (as follows) Inclusive Leadership Programme Aurora Leadership Programme; Transforming Leadership Programme; Diversifying Leadership Programme. Open Course Programme EDI 'required learning' Respect, Values & Behaviours Unconscious Bias Anti-Racism Further Reading/eLearning 17 EDI Skill Boosters BookBoon All available via Oracle Learning		
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	1) Promote through Faculties, Departments and the RSA policies and processes relating to EDI, particularly through Departmental EDI committees. 2) Staff to work in accordance with the Staff Code of Conduct 3) Promote research information on funder policies through RIS business partners	No	June 2023	EDI unit	1-3) Researchers have mandatory EDI training as part of induction process, current uptake is over 90% of staff - target is all staff complete EDI training every 3 years.			

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	1) Promote existing Research Integrity training to staff and students via communication channels 2) Develop RI training offering as part of development of Research Training framework. 3) Quantify and report on research integrity incidents 4) Improve awareness of the Research Integrity Concordat	1) Yes reworded 2) No 3) No 4) Yes	1) September/October 22/23/24 2) Review Sept 23 3) 2023, 24 & 25 annual reporting 4) 2023, 24 & 25 annual reporting	RIS	1) Ensure that consistent messages go out on all comms channels. 2)CEDARS 23 >70% have completed research integrity training. Increased uptake of RI training modules (ca. +10% on 2021/22 baseline). Greater numbers of faculty accessing ethics and governance toolkits. (ca. +10% on 2021/22 baseline). Evaluate uptake of Epigium Research Integrity - increase number of researchers accessing training by 10% annually (50 staff). 3) Reduction in the number of reporting misconduct / poor conduct cases 4) CEDARS 2023 to show that <50% "never heard of the research integrity concordat")	1) New suite of training modules live 2022. 2) Reviewed policy will be launched after approval. 3) Misconduct monitored as part of annual report. Other options to review and understand quality of research process / conduct in scope of strategy and MI review. (will also be covered by Flourish)		
ECM3	Ensure managers report and address incidents of poor research integrity.	1) Publicise research integrity and research misconduct policies, and routes for raising concerns through research integrity SharePoint site and departmental / faculty committees. 2) Promote Concordat for Research Integrity Public Statement	1) No	1) Report to RCC September 23 2) November 2023	RIS	1) Reduction in the number of complaints relating to managerial inaction on reported instances. (Baseline to be established 2022/23) >70% have completed research integrity training. CEDARS 2023 to show that <50% "never heard of the research integrity concordat") Report on research staff trends in annual report to Research Management Committee. 2) Statement reviewed and approved annually by RCC and Research Committee and disseminated to all Faculty Research Committees			
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	1) Develop RI training offering as part of development of Research Training framework. 2) Link to relevant training, resources and policies from ethics approval and grant award notifications	Yes	1) October 2023 2) SharePoint site online December 2022	RIS	1-2.) Increased uptake of RI training modules (ca. +10% on 2021/22 baseline)	Existing provision to be mapped by training project as part of Research Culture project.		
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	1) Communicate reporting mechanisms and availability of RIS Policy Team as informal contact for advice. 2) Promote Research misconduct policy	Yes	1) October 2023 2) Report to RCC September 2023 alongside annual reporting	RIS	1-2) Increased communication of RI policies, especially through SharePoint site (newly created).	There is a specific expectation from funders (e.g. Wellcome) that there is a mechanism for Researchers to 'whistleblow' where they believe their institution has engaged in policy or procedure which fails to align to the core DORA principles around Responsible Metrics.		

Policy development

The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.

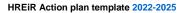|									
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	1) Embed policies and practices that are already in place. Use our new PI network to ensure opportunities are cascaded to researchers to engage them more directly in developing policy. 2) Researchers will be encouraged to engage in consultation and decision-making in relation to DU's 'Flourish@Durham' research culture project. 3) Ensure Research Staff Association members have a voice and are represented on University committees including University Research Committee and Research Culture Committee.	Yes	1) Sept 23 RCC 2) July 2022, November 2022, March 2023 3) Ongoing	DPVCR	1) Attendance of chair of RSA on RCC and follow up meeting with chair on issues raised. Researchers (N=30) have attended consultation meetings May-July on the Flourish Project and we will record hits on the website and feedback given on the project. Researchers invited to attend in person event on the Project in October 2022. Researchers and members of RSA will be invited to participate in a working group on career diversity in academic year 2022-3.CEDARS 2023 "not participating in decision making" reduce to 10%. 2) Evaluate attendance of Flourish workshops and consultations. Provide feedback mechanisms for researchers for informal and anonymised feedback.	There have been a number of initiatives designed to increase research staff participation in key decision making and policy. Key to this has been the involvement of the Chair of RSA on RCC		
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	1) Ensure Research managers contribute to RCC alongside representation each faculty and career stage. Research managers will be encouraged to review and approve policies relating to research when these are required for review. 2) Managers targeted to engage in the development of Flourish@Durham.	Yes	1) ToR and membership reviewed September 2023 2) Part of consultations - July 2022, November 2022, March 2023	RCC / RIS Policy Team	See information in E17 above.	Policies etc. sent out for broad faculty based and public consultation.		
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	As EI7	Yes		RCC	See information in E17 above. We will record participations and encourage and support this.			
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	1) Ensure Research staff representatives sit on RCC and Research Committee 2) Invite researchers to join relevant Task & Finish groups e.g. Colleges, Workload, and Open Scholarship. 3) Use Research Culture SharePoint and other mediums including Research Culture Cafes and workshops to facilitate open discussion about the University research environment. 4) Provide a clear feedback mechanism and routes for further comment on outcomes of Research Culture Consultation.	Yes	1) Membership reviewed annually 2023 - 2025 2) December 2022 for Open Scholarship 3) July 2023 4) July 2023	RIS	1) Recruitment cycle each academic year - researchers invited to participate through the RSA. 2) Increase in 'trust' and other associated measures as recorded in the staff survey and annual staff focus groups 3-4) Increase awareness of Research Culture project through attendance at workshops and engagement with new SharePoint site.			
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	1) Invite researchers to participate in Research Culture consultations and workshops.	Yes	1) July 2023	DPVCR	1) Researchers engage with the Flourish@Durham Research Culture action plan			
Employment									
Recruitment and induction									
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.									
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	1) Ensure policies and practices are regularly communicated to researchers via existing channels. 2) Ensure all vacancies are advertised externally at Grade 7 and above (unless there is a named researcher on the grant which has been approved) so that researchers from under-represented groups are encouraged to apply. 3) All Chairs and panel members need to undertake required learning prior to taking part in recruitment process	Yes	June 2023	HROD	1) Launch of new HR SharePoint site at end of 2023 - evaluate engagement with SharePoint site. 2) HR policy to monitor application cycle for all vacancies 3) HR review all who sit on recruitment panels have completed the training requirements for each post.	HR to compare the number of research vacancies filled each quarter/year.		
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	1) Improve feedback from Research Staff focused sessions for institutional, faculty and departmental inductions. 2) HR to develop an induction hub to disseminate to researchers 3) Include staff induction best practice session in PI leadership training. 4) At departmental level, complete the induction checklist 5) Implementation of research staff mentor scheme. 6) Inclusive induction process for Academic, Research and PS to promote the HR-OD and DCAD learning and development offer and integrate colleagues into the university community.	Yes	June 2025	HROD	1 & 6) CEDARS 2023 / CEDARS 2025 Data - 90% of staff attend institutional and departmental induction (83% in CEDARS 2021) 2) New induction hub will be launching AY 2023/24 to improve the usefulness and quality of induction. 3) RIS to report attendance at PI training and development sessions. 5) All Departments to have research staff mentoring scheme in place in AY 2023-24.			
Recognition, reward and promotion									
Ensure that researchers are aware of policies available and the reporting mechanisms in place through induction materials, departmental processes and the Research Staff Assocation and EDI Training.									
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.	1) Review annual academic progression process since the introduction of new progression and promotion criteria for academic staff. 2) Increase awareness of annual ECP and discretionary awards	Yes	June 2024	HR	1&2) Identify the number of research staff promoted and nominated for ECP's/discretionary payments and benchmark against previous years	It is likely to be a specific workstream in Flourish@Durham to review recruitment, progression and promotion specifically with respect to the usefulness of the Narrative CV. New recruitment criteria has also recently been introduced. Briefing sessions to be held with staff to go through the process and benchmarks.		
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	1) Raise awareness that all Chairs and panel members need to undertake required learning prior to taking part in recruitment. Required learning every 3 years includes HR-OD: Equality, Diversity and Inclusion training and unconscious bias training. 2) Department and Faculties to continue good practice in recruitment processes through all members of DPPC and FPC undergoing relevant training	Yes	June 2024	HR	1&2) HR to report to Faculty Boards on attendance on relevant training courses.	Recruitment training is available via Oracle Learning. An annual learning and development workshop on the DPPC process is also made available each year.		

Responsibilities and reporting

The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.

EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	1) Ensure that relevant codes and obligations are reflected and referenced within Durhams policy framework and toolkits. 2) Ensure that relevant codes and obligations are highlighted to researchers as part of the grant award process (specifically in the latter via the set-up email and meetings.) 3) Ensure managers are aware of appropriate training for researchers included and promoted as part of grant setup and close down processes.	Yes	June 2025	RIS	1) Policies and toolkits to be reported on at RCC and Faculty Committees 2) Update of engagement on Policy Zone SharePoint site. 3) Track attendance at grant setup and close down meetings.			
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	1) Ensure researchers sign contract of employment before commencing on research project at Durham and clear communication is provided about funder requirements through RIS Research Operations. 2) Ensure all relevant HR policies and procedures are available on the HR web page and via the new induction hub. 3) Ensure the institutional induction checklist that covers policies, procedures and require learning is followed by managers.	Yes	June 2024	RIS	1) HR to ensure all contracts are signed by researchers before commencement of employment 2&3) Increased engagement with HR Sharepoint and Teams sites detailling policies and procedures. A new 'Induction Hub' will be launched by HR-OD in 2023 to complement current induction checklist procedures.			
ER2	Researchers understand their reporting obligations and responsibilities.	1) Raise awareness of reporting structures through local department induction processes and Research Operations grant award setup meetings.	Yes	June 2023	RIS	1) Annual review through the RSA about induction processes for new staff and qualitative feedback through annual research staff focus group			

People management

The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.

EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	1) Raise awareness of the Project Leadership Programme 2) Promote all OD leadership development programmes, Skill Boosters courses to further develop knowledge and the OD learning and development offer through Dialogue and briefing sessions etc. 3) OD to introduce an inclusive leadership programme application process through an expression of interest application form 4) DCAD and RIS to promote researcher management programmes and HR-OD learning and development offer.	2) yes reworded	1) October 2023, 24, 25 2,3) November 2023, 24, 25 4) RCC to review training offer in March 2023	DCAD	1) Increase in uptake of the Project Leadership Programme by PIs and HoDs. 2-3) Managers consistently apply leadership approaches and the University employment policies to ensure effective team working and support of individuals. 4) >15PIs/annum engage with leadership training			
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 EI3	As Above	As Above		As Above			
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	1) Promote the current offer of OD learning and development through the HRBP, RIS business partners and SRAs 2) DCAD to promote current L&D offer through the HRBPs, RIS business partners and SRAs.	1-2) Yes reworded	October 2023, 24, 25	DCAD	1&2) Managers consistently apply leadership approaches and the University employment policies to ensure effective team working and support of individuals			
EM4	Managers actively engage in regular constructive performance management with their researchers.	1) Promoting annual ADR's and/or feedback given as part of the annual academic progression process 2) Raise awareness of the Supporting and Managing Performance Regulation when there are concerns with performance	No	October 2023	HR-OD	1) Increase in number of academic staff promoted (reviewed by RCC). 2) Increase in engagement with SharePoint and resources for supporting performance management	The new CV used for the academic progression contains a separate section on Progression and Career Development which will only be shared with the Head of Department and relevant manager to enable further discussions		
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	As above - EM4	Yes	As above - EM4	HR-OD	As above - EM4	As above - EM4		

Job security

The aim of this obligation is to improve the job security of researchers.

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.	1) HR to raise awareness of redeployment opportunities for staff coming to the end of fixed term contracts 2) Research Culture project to work alongside HR to make progress on the number of staff moving from Fixed-term to Open-ended contracts. 3) The University will work alongside our trade unions to review fixed terms contracts including: updating guidance on when fixed term contracts may be used, considering relevant data on the use of short fixed term contracts with a view to considering if more appropriate arrangements could be put in place, reviewing redeployment arrangements and reviewing the use of bridging funds for situations when contracts are not concurrent.	Yes	June 2025	HR-OD	1) HR to promote redeployment opportunities through new SharePoint and Oracle pages. 2) Research Culture team to work with HR to reduce fixed-term contracts across University - including working with the RSA.			

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

Ref	Obligation	Action	Status	Timeframe	Lead	Success measure	Notes		
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.	1) Promote development opportunities via Microsoft Teams, email newsletter, webpages and regular events. 2) Deliver regular bespoke themed training sessions in response to Researcher Staff need. Research Staff Forum events will promote 10 days CPD activities. 3) Increase awareness of the 10 days CPD amongst the Research Staff Association 4) Explore potential for 10 days professional development to be included in contracts.DCAD to launch four-stage career framework, the Durham Researcher Development Award (DRDA) 5) Be part of the initial cohort that will be part of the pilot Prosper programme created by Liverpool University.	1)Yes 2)Yes 3) Yes 4) Yes expanded 5) No	4) Pilot with PhD students in Spring 23 5) 2023, 2024	DCAD	1) Increase awareness and dissemination of events through Dialogue etc. 2) Review attendance at bespoke events - qualitative feedback loop built into events to improve sessions. 3) Continued promotion of CDP through HR-OD and DCAD and RSA. Increased portfolio of the RSA at Durham through new webpages, meetings and events. 4) DRDA roll out if successful to ECRs in 24-25. 5) Pilot Prosper programme to be adopted in Autumn 2023 with the aim of full rollout in 2024.			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	1) Provide range of CPD activities and use of training booking system to review engagement. PIs starting new grants provided with written reminder of these responsibilities.	1) Yes	1) September 2023	DCAD	1) Target >350/annum research staff engaging in professional development workshops recorded via Oracle. New suite of development sessions for ECRS (Research Staff Forum - via DCAD). Feedback is also gathered via the annual focus groups	Research Staff Forum includes sessions specifically for ECRs on Project Management, Women into Research Leadership, Interdisciplinary Research, Career Planning		
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	1) Promote the learning and development opportunity through HRBPs; RIS BPs; DCAD 2) Promote L&D opportunities in Dialogue, on RIS/DCAD/HR-OD webpages 3) Managers to identify professional development needs through the ADR process and explore opportunities with researchers about the availability of training activities and programmes.	No	October 2024	HR-OD	CEDARS 2025 >50% of staff undertaking 10 days professional development per annum	Some work is required to broaden the understanding of what constitutes CPD in this context (perhaps reword CEDARS)		
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	1) Record development and training undertaken and report in an annual appraisal. 2) Provide an online development needs analysis and portfolio tool based on the RDF to record career development	Yes	1) October 2025	DCAD	1) Target CEDARS 2025 >50% of staff undertaking 10 days professional development per annum 2) Increase use of the DNA portfolio tool.	10 days CPD is a key strand of the Flourish@Durham strategy		
Career development reviews									
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	1) Evaluate and review policies, practices and mechanisms that are already in place. 2) Encourage and publicise researcher engagement in mentoring and training. New PI network will help drive working practices.	1-2) Yes	1) September 22,23,24 2) September 22	C&E	Increase in Early Career Researchers accessing Careers and Enterprise Office, particularly through 1:1 appointment with Careers' Advisers - 30 in 2023. Better communication of career development offer through the RSA - increase in membership of the RSA to drive activity in this area. Establishment of a PI Network will allow the sharing of good practice across the University and promote opportunities for career development pathways.	Use the Colleague Conversation Compass as a tool to support meaningful and regular conversations as well as Termly reviews.		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	1) Provide range of CPD activities and use Oracle Learning to monitor engagement. PIs starting new grants provided with written reminder of these responsibilities.	1)Yes reworded	September 2023	C&E	1) >350/annum research staff engaging in professional development workshops recorded via the Oracle. Research managers to report on engagement with Oracle Learning courses.	Durham University has recently moved over to Oracle Learning for our training booking we are still assessing its capabilities in terms of reporting.		
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	1) Promote and communicate progression and promotion process via research staff events, webpages and email. 2) Increase use of Staff DNA to promote career development discussions. 3) Ensure that as part of the Academic Progression process managers discuss the information detailed in the Part B of the CV entitled 'Progression and Career Development'	1-3) Yes reworded	1) Starting September 22 2) Relaunch Spring 2022 3) As with 1)	C&E	1 & 3) Increase in satisfaction with appraisal process from 61% (CROS 2019) to 80% (CEDARS 2023) 2) Promote DNA to staff and evaluate uptake > 30 staff with profiles	The new CV used for the academic progression contains a separate section on Progression and Career Development which will only be shared with the Head of Department and relevant manager to enable further discussions.		
PCDR4	Researchers positively engage in career development reviews with their managers.	As above	As above	As Above		As Above			
Career development support and planning									
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.									

PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	1) Provision of 1:1 careers support to researchers via the Careers & Enterprise Centre 2) Raise awareness of careers support and encourage registration with the Careers & Enterprise Centre 3) Promote Careers workshops and events as part of Researcher Development Programme 4) Develop dedicated workshop(s) for research staff on moving out of academia (alongside development of the Prosper Programme) 5) Creation of contact group for researchers that want to receive careers communications.	1-5) Yes reworded	1-5) September 23 RCC	C&E	Target registration of 100 researchers on the Careers & Enterprise services portal.Target of 25/annum accessing 1:1 careers support. Target CEDARS 2023 >50% "aware of what is available at your institution to support you in your professional and career development?" Target CEDARS 2025 > 65% "aware of what is available at your institution to support you in your professional and career development?"	Employment of targeted messaging to research staff to facilitate engagement with 1:1 career support has resulted in 15 (9 unique users) in 2021 and a further 4 (as of 2.3.22). CEDARS 2021 21.5% have discussed their career with a specialist. CEDARS 2021 62% of researchers are aware of what is available to support professional and career development.		
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	1) Provide support from C&E in respect of job applications 2) Raise awareness of Academic Progression and Promotion Progress and PDPs.	Yes	October 2023 > October 2025	DCAD	1 & 2) Target CEDARS 2023 > 60% to have a clear development plan and CEDARS 2023 > 65 % maintain a formal record of CPD activities. CEDARS 2025 > 70% to have a development plan and 75% with a formal record of CPD activities.			

Research identity and leadership

The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.

PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	1) Introduce Development Needs Analysis (DNA) and e-portfolio on Pebble Pad specific for Researchers. 2) Promote engagement in leadership training opportunities. 3) OD and DCAD to offer a range of personal and professional development via Oracle Learning and the Open course programme	1-3) Yes	March 2023	DCAD	1) 20% of Research Staff engaging with DNA. 2 & 3) Increased engagement with SharePoint site and Oracle learning. Increased in attendance / uptake of development opportunities. DCAD to launch Research Staff Forum in November 2022	The Research Staff Forum is a suite of development opportunities aimed at ECRs across a range of subject areas. Examples include: 'Project Managament'; 'Research Leadership for Women Academics'; Interdisciplinary Working'.		
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	1) Managers to promote opportunities to researchers that fall outside the CPD remit - e.g. leadership skills through HR-OD training.	Yes	November 23/24/25	DCAD	1) Review how many PIs are undertaking training offered. Establish new process to remind PIs if necessary. Target all new PIs undertake training within 6 months of being awarded funding.	Data on number of PIs undertaking training is available through Oracle Learning and will be reviewed each November and will be reported to RCC.		
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	1) Promote the research project leadership programme (RPL) to PIs 2) University to roll-out the 'Leading Researchers' programme across departments in 2023.	Yes	1) March 2023 2) January 2023	DCAD	1) >25 PIs/annum complete the leadership training P/A 2) 26 researchers in cohort 1. Evaluation of programme will take place in Summer of 2023.	1) DCAD already receiving enquiries about 2023 intake.		

Diverse careers

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	1) Be part of the initial cohort that will be part of the pilot Prosper programme created by Liverpool University.	No	Pilot 2023, full rollout in 2024, Evaluation in 2025.	RCC / C&E	1) Uptake of the Prosper Programme during pilot and full rollout phases.			
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	1) Promote the University mentoring scheme 2) HR and managers to raise awareness of secondment opportunities	No	June 2023	C&E	1) Target CEDARS 2023 - Reduce those "who have not undertaken mentoring but would like to" to <20%. CEDARS 2025 reduce to 10%. 2) HR to ensure that all secondment opportunities are advertised and communicated through Taleo portal.			
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	1) Access to broad range of employer events and opportunities via registration with Careers & Enterprise 2) Researcher specific careers events featuring employers and alumni 3) Input from former researchers who have moved into different sectors 4) Establishment of a careers focused LinkedIn group for researchers	1-2) Yes reworded 3 - 4) No	1) Review September 2023 2) Spread across 2022-2023 on RPD 3) - 4) Review September 2023	C&E	1-3) Increase access and availability of the career opportunities and support available to research staff through registration on the Careers & Enterprise Centre portal - Target of 100 staff registered staff on the Careers and Enterprise Portal (50% increase) by end of 2023. 4) C&E to created LinkedIn Group available to users in 2023. Review engagement and effectiveness in 2024.			
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	1) Re-advertise the Work Insights scheme - consider new ways to promote this. 2) Through the RSA, raise awareness of public policy opportunities and routes for knowledge exchange and public engagement and impact.	1) Yes	1) June 2023, June 2024 2) March 2023	DCAD	1) When re-advertised, achieve a greater than 4 sign-ups for Work Insights programme. DCAD to evaluate effectiveness of programme in Summer 2024. 2) RSA to engage with RIS Policy and Engagement Team to raise awareness of opportunities. Student intern to increase communication channels between teams over 2023.			

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

HREiR Action plan template 2022-2025

	Further hyperlinks and supplementary information (more rows can be added)
1	
2	https://www.dur.ac.uk/wellbeing/
3	https://www.dur.ac.uk/wellbeing/mentalhealth/
4	HR Policy Procedure and Guidance Hub [SharePoint DU users only]
5	Health and Wellbeing News [SharePoint DU users only]
6	https://www.dur.ac.uk/respect/
7	https://reportandsupport.durham.ac.uk/
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

	Abbreviations and glossary (more rows can be added)	
DCAD	Durham Centre for Academic Development	
HR	Human Resources	
RIS	Research Innovation Services	
C&E	Careers and Enterprise Services	
DVPR	Deputy Vice Provost Research	
RSA	Research Staff Association	
RCM	Research Culture Manager	
OD	Organisation Development (within HR)	