

HREiR Action plan (January 2024 to January 2027)



Details

Institution name:	University of Hull
Cohort number:	Four (4)
Date of submission:	26 th January 2024
Institutional context:	<i>Our actions for the period 2024-2027 have been shaped by our research community and are clearly aligned to our 2030 institutional strategy and supporting research and people strategies. Our Concordats Steering Group, chaired by the Associate Pro-Vice-Chancellor, Research Culture, will receive quarterly progress report from HREiR award lead, the Human Resources Business Partner. The Concordat action plan will be reviewed at two additional milestones; the first following publication of the Hull research culture action plan in April 2024 and the second in September 2024 when we launch the new university research strategy.</i>

The institutional audience for this action plan includes:

Audience (direct beneficiaries of the action plan)	Number of	Comments
Postgraduate researchers	104	Post Doctoral Research Associate/Assistant/Fellow
Research and teaching staff	402	[Defined by academic employment function / includes those defined as 'research']
Teaching-only staff	470	[Defined by academic employment function]
Technicians	50	Stores, teaching, computing, the laboratory and research
Clinicians	99	Clinical Academic
PGR students	460	Number as registered at 1.12.23
Research enabling professional services staff	114	Doctoral College, support staff, research administrators, research, and innovation

Complete for submission								To be completed only when reporting on		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> 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.										
EC11	Ensure all relevant staff are aware of the Concordat.	i) Include a link to the concordat in letter of appointment for all new and returning researchers. ii) Insert a 'We have discussed the concordat principles' reminder into ADR and career development meeting pro forma for managers.	√ Yes	i) From September 2024 ii) September 2024 (ADR word version) / September 2025 (ERP version) / Career development pro forma June 2024	Head of people operations OD Advisor/ Research Managers	Increased level of awareness (From 8.7% in February 2023 to 60+% in CEDARS 2025: Q45). Increased levels of participation in ADR (From 26.97% in November 2023 to 55+% February 2025 / 70+% February 2026).	For existing PDRAs the increase will be contingent upon research managers engaging with ADR and career development meetings.			

		<p>iii) Introduce 'I am a researcher' button to the staff portal landing page, providing access to tailored support, development, HR, and wellbeing content.</p> <p>iv) Develop discipline specific case studies with 4 PDRAs (video / podcast) 'The concordat meant.....for me'.</p>		<p>iii) July 2024</p> <p>iv) August 2024</p>	<p>Internal communications lead</p> <p>Internal communications lead</p>	<p>Case studies highlight how the concordat principles have been applied and the impact this has made. Quarterly HREiR progress report reports to CSG.</p>				
ECI2	<p>Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.</p>	<p>i) Complete phase 1 of the policy review project (phase 1: technical review and branding). EDI statement embedded and agreed by PWG.</p> <p>ii) Policy updates communicated through all the relevant internal communications channels.</p> <p>iii) Pilot 'Equity Sequence' training with ULT and direct reports (equality impact assessments).</p> <p>iv) 'Refresher' briefing for research managers and tailored leadership briefings by the CPO (HR related policies, process, and guidance).</p>	X No	<p>i) January 2024</p> <p>ii) February – April 2024</p> <p>iii) October-December 2024</p> <p>iv) 'Refresher' December 2024/annual / leaders briefings bi-monthly</p>	<p>Head of people operations</p> <p>Internal communications lead</p> <p>EDI Advisor</p> <p>HRBPs / Head of people operations / CPO</p>	<p>Pilot attended by 20 members of ULT / direct reports. 90% 'Good or very good' feedback following 'Equity Sequence' training. All delegates conducted at least 1 EIA within 6 months. Research Managers report increased understanding of institutional policy (internal survey).</p>	<p>We would expect to see an increase in EIA completions for large change projects.</p>			
ECI6	<p>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.</p>	<p>i) Establish a policy consultation group to include representatives of the research community (Phase 2 HR policy development project).</p> <p>ii) Review the outcomes of the institutional 'Research Culture and EDI in Research' survey, reporting to URC and Senate.</p> <p>iii) Engage in CEDARS 2025.</p> <p>iv) Define the governance arrangements for HREiR / concordat implementation, review and update.</p>	√ Yes	<p>i) Monthly from February 2024</p> <p>ii) Jan- April 2024</p> <p>iii) March – June 2025</p> <p>iv) January 2024</p>	<p>Head of people operations</p> <p>PVC, R+E / Associate PVC, Research Culture</p> <p>HRBP OD Director / HRBP</p>	<p>Researcher voices considered at all levels of the university. At least 65% of researchers report feeling valued by, and engaged in, the university (CEDARS 2025:Q16).</p> <p>iv) 8 weekly OD boards to monitor progress / 1/4ly reports to CSG</p>	<p>Researchers are also members of university ethics committee and research committee.</p>			
ECR1	<p>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.</p>	<p>i) Promote opportunities to engage through local induction for new colleagues and relevant internal communications channels.</p> <p>ii) See EI2 (induction champions / buddies)</p>	X No	i) ongoing	<p>ADRs / Deans / Internal communications lead</p>	<p>At least 65% of researchers report feeling valued by, and engaged in, the university (CEDARS 2025:Q16). Researchers actively contribute to Faculty and Institute forums (minimum 60% attendance).</p>	<p>Researchers are encouraged to join their faculty or institute ECR networks.</p>			

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.	<p>i) Undertake an institutional review of health and wellbeing provision.</p> <p>ii) Design an awareness raising campaign utilising the staff portal and relevant internal communications channels.</p> <p>iii) Complete the institutional workload model review and publish a delivery plan.</p> <p>iv) Review the outcomes of the institutional occupational stress risk assessment (due in January 2024) / identify specific risk factors for researchers relating to the HSE management standards and develop a bespoke action plan.</p> <p>v) Review the outcomes of the IGLoo Sickness absence & Sustainable return to work pilot study and develop a bespoke action plan.</p> <p>vi) Review the outputs of Advance HE 'Prioritising Staff Wellbeing in HE' change impact programme.</p>	X No	<p>i) June 2024</p> <p>ii) July - October 2024</p> <p>iii) March 2025</p> <p>iv) June 2024</p> <p>v) April – July 2024</p> <p>vi) March – July 2024</p>	<p>HWB review Lead</p> <p>HWB review Lead</p> <p>DVC / HRBP</p> <p>HWB review lead / HRBP</p> <p>HWB review lead / HRBP</p> <p>HWB review lead / HRBP</p>	<p>Increased awareness of HWB provision among researchers from 52% (Nov 2022 pulse survey) to 75+% by Nov 2024.</p> <p>MHFAs report increased levels of engagement.</p> <p>12% reduction in mental health* sickness absence rates by January 2025 (Mental health issues accounted for 6.51% of reported absence in September 2023).</p>	<p>We would expect to see an initial increase in reporting of mental health issues followed by a steady decline as researcher confidence to disclose and seek early support increases.</p> <p><i>*Anxiety, depression, stress or other psychiatric illness (bipolar, psychoses, schizophrenia)</i></p>		
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	<p>i) Introduce email reminders for research managers to increase completion rates of mandatory 'Managing stress' training.</p> <p>ii) Insert a 'have you completed 'managing stress' training 'reminder into ADR pro forma for managers.</p> <p>iii) Raise awareness of the suite of 5 optional wellbeing online courses and the 'human library' video focussing on self-care for managers.</p> <p>iv) Provide Mental Health First Aid training for PIs to better support their research teams.</p>	X No	<p>i) February 2024</p> <p>ii) September 2024 (word version) / September 2025 (ERP version)</p> <p>iii) ebulletin in mental health awareness week 15-21 May 2024</p> <p>iv) February 2025</p>	<p>ICT systems manager/ OD Advisor</p> <p>OD Advisor / Business and systems manager</p> <p>HWB review lead / internal communications lead</p> <p>HWB review lead</p>	<p>From 35.8% completion rate in November 2023 to 75+% by November 2024</p> <p>Increased confidence among researchers to 68+% (54% agree/tend to agree 'I have a good work life balance [Nov 22 survey internal survey]).</p> <p>iv) 10 PIs / Research Managers complete MHFA training and report increased confidence (CEDARS 2025:Q26).</p>	<p>email reminders for EDI training have been proved to be effective in increasing completion rates.</p>		

ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	<p>i) Deliver quarterly briefings at Faculty and Institute leadership meetings highlighting the importance of wellbeing conversations as part of ADR meetings and promoting the full range of HWB related support.</p> <p>ii) Develop a dashboard of wellbeing related data (e.g sickness/training/turnover/bullying) for exploration and action at OD boards with Deans and institute Directors.</p> <p>iii) Review the effectiveness of the 'personal development' module of the Building Brilliant Leaders programme (building resilience).</p> <p>iv) Raise awareness of the new employee assistance programme 'Help@hand'</p>	√ Yes	<p>i) Initial briefings in July - October 2024 / quarterly</p> <p>ii) Dashboards developed by January 2025 / OD boards held biannually</p> <p>iii) Review of cohorts 1 and 2 due September 2024</p> <p>iv) as i) above</p>	<p>HRBPs / HWB review lead</p> <p>Business and systems manager / HWB review lead / OD Director</p> <p>OD Advisor / Programme sponsors (Research managers)</p>	<p>Increase researcher satisfaction 'I feel supported by my line manager' survey question (increase to 65+% from 54% in 2023) (CEDARS 2025:Q39 'Your working environment supports your mental health and wellbeing'). Cohort 1 and 2 evaluation reflects a heightened level of personal resilience. At least 45% of researchers aware of the 24/7 helpline (internal survey).</p>	<p>We would expect to see an increased level of engagement from research managers with HR as they look to better understand how they can support their teams.</p>			
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	<p>i) Review flexible working policy (Phase 2 policy review) to ensure relevance with contemporary practice and case law.</p> <p>ii) Develop a 'learning bites' training session and 'how to' guide to support research managers in how to respond to flexible working requests.</p> <p>iii) Monitor Display Screen Equipment (DSE) assessment completion as part of probation documentation / follow up on any requests for ergonomic equipment recommended by the assessment.</p>	X No	<p>i) September 2024</p> <p>ii) November 2024</p> <p>iii) May 2024 and quarterly dip-sampling</p>	<p>Head of people operations</p> <p>HRBPs</p> <p>HWB review lead</p>	<p>Session delivered to 15 research managers who report, post event, an increased level of confidence when responding to flexible working requests (CEDARS 2025: Q26). 100% of researchers report completions of DSE assessments and provision of agreed ergonomic equipment.</p>	<p>Trade unions are involved in policy review and we would expect them to support flexible working initiatives.</p> <p>Reduction in RSI injuries associated with use of DSE.</p>			
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	<p>i) Promote completion of the online wellbeing modules (including 'Managing your own self-care and 'Mental wellbeing and resilience').</p> <p>ii) Promote engagement with the 'Team GB' partnership wellbeing events e.g '5k your way', student thesis conference and ambassador talks.</p> <p>iii) Streamline the sickness absence reporting procedure (Individual submits directly to My-HR) rather than paper-based form.</p>	√ Yes	<p>i) ebulletin in mental health awareness week 15-21 May 2024 / wellbeing stand at central induction</p> <p>ii) ongoing relevant internal communications channels</p> <p>iii) May 2024 (pilot) – full introduction October 2024</p>	<p>Internal communications lead / HWB review lead</p> <p>ADRs / Deans and Institute Directors</p> <p>Business and systems manager/ HRBP</p>	<p>Increased completions to 40% of researcher population (5 completions in 2022). Researchers actively involved in Team GB partnership events.</p>	<p>Link to ECM3 (managers need to provide time for personal wellbeing)</p>			

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.	i) Complete phase 1 of the policy review project (phase 1: technical review and branding). ii) Review the bullying and harassment policy (Phase 2) with the policy consultation group. iii) Policy update, 'How to' guide and link to 'report a concern' communicated through all the relevant internal communications channels. iv) Analyse data from internal surveys / CEDARS 2025 with particular attention to bullying and harassment.	X No	i) January 2024 ii) May – September 2024 iii) October 2024 iv) in line with 2025 survey timelines	Head of people operations Internal communications lead HRBP / HWB review lead	Researchers report feeling valued by, and engaged in, the university (CEDARS 2025:Q16). At least 65% of researches report trust in the institution to investigate issues of bullying and harassment (CEDARS 2025: Q42 / internal research culture survey)	Likely increase in number of 'report a concern' following promotion of the tool.			
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	i) Review / update the content of the 'bystander / microaggression' training. ii) Develop PdF download of training information for ease of access.	√ Yes	i) October 2024 ii) February 2025	EDI Advisor / OD Advisor / Student services lead	Increase completions of the training module to >50% of research managers (5 completions ion 22/23)				
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.	See ECI3 and ECM3	√ Yes	See ECI3 and ECM3	See ECI3 and ECM3	See ECI3				
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.	i) Complete annual mandatory map review / continue with automatic email reminders for EDI refresher training. ii) See ECI2 (Equity sequence training). iii) Promote the 'Think accessible' Canvas course and poster to all researchers and managers (accessible content – use of colour, font, alt text etc).	X No	EDIGB receive a 6-monthly mandatory training report iii) March 2024 and ongoing	OD Advisor / EDI Advisor / ADRs / Deans and Institute Directors Internal communications lead	Compliance levels (96.2% completion rate November 2023) / increased confidence / (CEDARS 2025: Q38). Canvas survey reveals 55+% increase in confidence when designing materials / content for those with neurodiverse conditions.	Automatic email reminders have proved to be highly effective in improving completion rates.			

ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity, and inclusion.	i) See EC14/ECM1 (automatic reminders for EDI training). ii) Faculty scrutiny of all research grant applications, including HIKE with staff forums to discuss EDI and accessibility across all aspects of work. iii) Launch the RCRD EDI toolkit.	X No	6 monthly reports to EDIGB Ongoing June 2024	ICT systems manager ADRs RCRD Advisor	Compliance levels maintained (96.2% completion rate November 2023) / No less than 70% of researchers report increased confidence (CEDARS 2025: Q38).	Extending FACE success in EDI responses for HIKE applications (see 2022-2024 progress report).			
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.	i) Increase the frequency of 'Research integrity' refresher training from every 5 years to every 3 years. ii) Commence automatic email reminders for research integrity training. iii) Include the requirement to complete research integrity training within 1 month of employment start date in the letter of appointment.	√ Yes	i) Annual mandatory map review June 2024 ii) July 2024 iii) March 2024	OD Advisor/ Associate PVC, Research Culture ICT systems manager/ Research governance manager Head of people operations	Increased completion rates (PDRAs 50.47% / all academic staff 47.12% as 1.9.23) 2024: to 70% 2025: to 85% 2026: to 97% Continued compliance with the Concordat on Research Integrity and university Statement of Research Integrity	Automatic email reminders have proved to be highly effective in improving completion rates.			
ECM3	Ensure managers report and address incidents of poor research integrity.	i) Research misconduct reports received by CSG with annual research integrity report detailing actions. ii) Improve completion rates of research integrity training by managers. iii) Develop anonymised case study materials for discussion at faculty forums to encourage discussion and sharing of practice.	√ Yes	i) Annual ii) See ECM2 iii) March 2025	Research governance manager ADRs / Deans / OD Director Research governance manager	See ECI5/ECM2 Confidence among research managers increased by 25% (pre and post faculty forum evaluation) / Satisfactory UKRI audit on governance arrangements relating to research integrity.	Research integrity module includes details of how to report incidents			
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See ECI5 / ECM2 (research integrity training is a mandatory requirement for all researchers and research managers / faculty ethics committee training).	√ Yes	i) Annual mandatory map review June 2024 ii) July 2024	OD Director Associate PVC, Research Culture ICT systems manager	Increased completion rates (PDRAs 50.47% / all academic staff 47.12% as 1.9.23) 2024: to 70% 2025: to 85% 2026: to 97%	Automatic email reminders have proved to be highly effective in improving completion rates.			
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	i) Campaign to promote the 'Research misconduct' policy, process, and reporting tool.	√ Yes	October – December 2024 and annual	Research governance manager / Internal communications lead	The 2025 internal Research Culture and EDI in Research survey reveals a 35% increase in levels of awareness (ethics) from the benchmark survey in 2023.	Researchers are members of university ethics committee			

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.											
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.	i) Review membership of research committee* as defined in the terms of reference. ii) Establish a rolling series of 'observer' opportunities for ECRs and research managers (Part A only). iii) See ECI6 (Policy consultation group). iv) Involve researchers in the Civic Research Participatory Hub'.	X No	i) July 2024 ii) September 2024 (new academic year) iii) Monthly from February 2024 v) tbc	i) +ii) Research governance manager iii) Head of people operations iv) Deans	HR policy consultation group has at least 1 PDRA and 1 research manager. EDIGB to include at least 1 PDRA / 1 PGR. All research focussed committees to have at least 2 researcher representatives.	*Research committee, ethics committee, research degrees committee				
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.	See E17 for institutional observer opportunities. See ECI6 for policy consultation group opportunities. i) Design 'you said.....we did' feedback loops following internal and external surveys and focus groups.	X No	i) From September 2024	Internal communications lead	Managers can see how their voice has led to changes in policy, process and procedure. (CEDARS 2025: At least 45% report 'Mostly or fully' to Q16)					
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See ECM5	X No	See ECM5	See ECM5	See EM5					
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See E17/ECM5	√ Yes	See E17/ECM5	See E17/ECM5	See E17/ECM5					
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.		√ Yes			Researchers actively engage in networks, forums, workshops, policy consultation groups. Minimum 60% attendance at faculty or institute fora.					

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.									
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	<ul style="list-style-type: none"> i) Design and run an anonymous shortlisting (pilot). ii) Review the recruitment and selection policy and training module (Phase 2 policy review) with the consultation group. iii) Standardise job titles for researchers (carry over action from concordats annual report January 2022). 	√ Yes	<ul style="list-style-type: none"> i) Pilot May – October 2024 (review and extension January 2025) ii) December 2024 iii) Completed by January 2025 	HRBP / Head of people operations	ECR's trained as panel members (enhanced understanding of the process, increased confidence when applying for new roles). CEDARS 2025: Q19 no less than 60% of researchers agree or strongly agree that recruitment is fair, inclusive and merit based.			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	<ul style="list-style-type: none"> i) Develop a programme of recruiting and training Induction champions / buddies. ii) Review induction and onboarding policy (phase 2). iii) Bespoke induction pack for new researchers, including contact details of key personnel and links to 'report a concern'. iv) Extend the 'new starters' meetings to all faculties (currently operating successfully in FACE). v) University email accounts activated prior to day 1 with ICT kit available for immediate collection. 	√ Yes	<ul style="list-style-type: none"> i) October – December 2024 ii) December 2024 iii) + iv) August 2024 v) August 2024 	<ul style="list-style-type: none"> Head of people operations Head of people operations ADRs ICT systems manager/ Head of people operations 	Success in recruiting a minimum of 4 induction champions from the researcher community. (CEDARS 2025: Q20 At least 45% indicate local induction was very useful). Internal survey of new starters with 75+% rating their experience as good or very good. Reduce anxiety in week 1 of appointment /increased sense of belonging.			

Recognition, reward and promotion									
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.									
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.	<p>i) Explore internal funding for ECRs to undertake research where no grant funding is available or accessible (linked to raising awareness among PIs of opportunity to include in their grant proposals funding to support the promotion of eligible research staff working on their project.</p> <p>ii) Complete the internal 'reward and recognition' consultation to establish a clear concept for how the university will recognise and reward research staff.</p> <p>iii) Monitor the use of the 'Special circumstances' form used in academic promotion applications used by staff to disclose where their work has been impacted by personal circumstances (e.g parental, caring responsibilities, sickness, Covid19).</p>	√ Yes	<p>i) August – December 2024</p> <p>ii) July 2024 (consultation completed) / August – October 2024 (promotional campaign)</p> <p>iii) Annual – June each year following academic promotions round</p>	<p>CFO / OD Director</p> <p>HRBP / Internal communications lead</p> <p>HRBP</p>	<p>Reduced levels of anxiety among researchers when looking to secure funding / improved promotional prospects / awareness of full range of reward and recognition offering. (Stress survey).</p> <p>100% of special circumstances forms reviewed by the institutional academic promotions panel.</p>			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion, and reward of researchers.	<p>i) Research managers represented at faculty and institute promotion panels.</p> <p>ii) Research managers actively engage in the range of employee recognition schemes.</p>	√ Yes	Ongoing engagement / annual review of academic promotion	Research managers / ADRs / Deans	Increase % of researchers nominated for 'Inspired in Hull' awards (64.7% of award recipients in 2023). Managers support professional development/promotion (CEDARS 2025: Qs 15+17 – no less than 45% agree or agree strongly).			
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.	<p>i) Annual 'Meet the funders' event exploring access, accessibility, protocols, and guidance. Event recorded and added to Canvas and relevant internal communications channels.</p> <p>ii) Design an 'introduction to Worktribe' development session for new starters.</p>	X No	October 2024 and annual event	Pre award support (funding and bids) manager	Feedback from the inaugural event (70+% report increased awareness of funders requirements). See EC12 - Refresher' briefing for research managers and tailored leadership briefings by the CPO (HR related			

		iii) Include 'early career funding schemes', 'Costs – things to consider' and 'guide to funding opportunities' documents in starter packs for new researchers		iii) March 2024	ADRs/ Research managers	policies, process, and guidance).				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See EM2	X No	See EM2	See EM2					
ER2	Researchers understand their reporting obligations and responsibilities.	See EM2	√ Yes	See EM2	See EM2					
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.	See PCD14 (Project management training). See ECM3 (Building Brilliant Leaders programme and leaders / quarterly HWB briefings). See ECI2 (Equity Sequence training and leadership briefings). See ECI4 (Online self-care modules, human library videos and 'think accessible course'). See ECI4 (MHFA training for PIs). See ECM4 (Flexible working learning bites session).	X No	Refer to: PCD14 ECM3 ECI2 ECI4 ECM4	Refer to: PCD14 ECM3 ECI2 ECI4 ECM4	Research managers and heads report increased levels of confidence across the performance management spectrum (recruitment, induction, appraisal, managing poor performance) when managing researchers. No less than 55% of research managers indicate 'confident' or 'fully confident' (CEDARS 2025: Q 26).				
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.	i) Complete the Academic Careers Framework (ACF) review (phase 1). ii) Convene a working group to develop phase 2 of the ACF project (academic promotions process, professorial career stages, remuneration). iii) See EC13 – completion of workload allocation model review. iv) See PCD12. Develop a career development review pro forma and guidance in association with the policy consultation group. To include clearly defined links to the researcher development framework (RDF).	√ Yes	i) July 2024 ii) September 2024 to September 2025 iii) March 2025 Career dev pro forma in place by September 2024 / pilot with FACE (Semester 1 24/25) / ERP	DVC / OD Director PVC, International OD Advisor / RCRD lead / Head of people operations	Incremental increase of 10-12% engagement with career development reviews each quarter from baseline figure after initial launch (data collected during first quarter will establish the benchmark). / Internal survey reflects 70+% good or very good satisfaction with career development reviews.				

		v) See PCD12. Add a module to the ADR canvas course focussing on career development review guidance for managers and researchers. vi) See PCD12. My-HR reminder to researcher and nominated manager when career development review is due.		digital version September 2025 June 2024 June 2024	OD Advisor Business and systems manager	50+% of researchers 'agree' or 'strongly agree' being treated fairly in relation to workload allocation (CEDARS 2025: Q14). Increased levels of participation in ADR (From 26.97% in November 2023 to 55+% February 2025 / 70+% February 2026).				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Refer to E14 for range of activity. In addition: i) Promote awareness of the mandatory map for managers.	√ Yes	Ongoing promotional activity.	Internal communications lead / OD Advisor	Increased completion rates for research managers for a)'Managing stress' (from <12%% in November 2022 to 35% by January 2025) b)'Health and safety for managers (from 35.8% in November 2022 to 78% by January 2025).				
EM4	Managers actively engage in regular constructive performance management with their researchers.	Refer to E14 for range of activity.	√ Yes	September 2024 / ongoing	Researchers / OD Advisor / ADRs / Research Managers	Increase in number of researchers receiving constructive feedback from line managers (39.13% in May 2022 to 60+% by May 2025)				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Refer to PCD12. ADR canvas course module completion.	√ Yes	September 2024 / ongoing	Researchers / OD Advisor / ADRs / Research Managers	Increased levels of participation in ADR (From 26.97% in November 2023 to 55+% February 2025 / 70+% February 2026).				
Job security										
The aim of this obligation is to improve the job security of researchers.										
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 progress.	i) Review redeployment policy (Phase 2) with consultation group. ii) Review how holiday is allocated on My-HR when researchers have more than one FTC. iii) Explore awareness of / use of bridging funding* for researchers between research projects. iv) Review the guidance given to line managers to support those returning from career breaks (including maternity, adoption and carers leave, long term sickness and disability).	√ Yes	i) December 2024 ii) May 2024 iii) August - December 2024 iv) December 2024	Head of people operations Business and systems manager/ HRBP CFO / HRBP HRBP / HWB review lead	Reduced anxiety as FTCs come to an end / increased confidence among researchers of their value to the university (CEDARS 2025: Qs 14+17 No less than 70% of researchers report increased confidence).	*Provision for bridging funding is included in FTC documentation			

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.										
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.	<p>i) Explore the introduction of, and initial training for, Covidence systematic review software to support researchers.</p> <p>ii) Evaluate, adapt, and extend the THRIVE development programme, rolling out cohorts 2-5.</p> <p>iii) Promote the in-house 'CPD for researchers guide' and video resource.</p> <p>iv) Explore how the university leave policy and workload allocation model might be utilised to formally capture the '10 days CPD' provision.</p> <p>v) Add a drop-down' facility to the 'leave types' field on My-Hr to capture time spent on CPD.</p> <p>vi) Review the devolved budget allocation for researcher development and institute a formal reporting mechanism as part of the annual budget and planning process.</p>	X No	<p>i) October 2024 budget round</p> <p>ii) Annual intake (2024,2025,2026)</p> <p>iii) ongoing</p> <p>iv) April to August 2024</p> <p>v) September 2024 (Current platform) / September 2025 (ERP version)</p> <p>vi) August 2024 – July 2025</p>	<p>PVC, R+E / RCRD lead</p> <p>RCRD lead</p> <p>CSG / ADRs / Internal communications lead</p> <p>Policy consultation group / Head of people operations</p> <p>Business and systems manager/ OD Director</p> <p>SPBI Director / OD Director / Deans</p>	<p>Awareness and transparency of process for applying for SD funds locally and how funds have been allocated each year.</p> <p>Funding for oral presentations <u>and</u> conference posters (ECRs feel valued at early stages).</p> <p>HR records show increasing levels of recording of CPD activity (no evidence of CPD time capture up to 2024).</p> <p>Positive feedback from THRIVE participants / case study evidence of impact and application of learning (at least 85+% rating the programme as good or very good).</p>				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	<p>i) Insert a 'have you discussed the concordat principles and CPD' reminder into ADR and career development meeting pro forma for managers.</p> <p>ii) Include a 'CPD provision and engagement' update on the Council scorecard.</p>	X No	<p>i) September 2024 (ADR word version) / September 2025 (ERP version) / Career development pro forma June 2024</p> <p>ii) February 2025</p>	<p>OD Advisor / Research Managers</p> <p>OD Director / HRBP</p>					
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.	<p>i) Extend the FACE pilot scheme to FHS (short sabbatical extension to accelerate completion of specified research projects).</p> <p>(See PCDM4 – workload allocation, baseline and monitoring).</p>	√ Yes	i) October 2024 with review in August 2025	ADRs (FACE and FHS) / HRBP	Supporting non-traditional researchers, joining from professional practice e.g nursing, midwifery, paramedic science).				

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.	See PCDI1, PCDI6. PCDM3	√ Yes							
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.	<p>i) Develop a career development review pro forma and guidance in association with the policy consultation group. To include clearly defined links to the researcher development framework (RDF).</p> <p>ii) Add a module to the ADR canvas course focussing on career development review guidance for managers and researchers.</p> <p>iii) My-HR reminder to researcher and nominated manager when career development review is due.</p>	X No	<p>Career dev pro forma in place by September 2024 / pilot with FACE (Semester 1 24/25) / ERP digital version September 2025</p> <p>June 2024</p> <p>June 2024</p>	<p>OD Advisor / RCRD lead / Head of people operations</p> <p>OD Advisor</p> <p>Business and systems manager</p>	Incremental increase of 10-12% engagement with career development reviews each quarter from baseline figure after initial launch (data collected during first quarter will establish the benchmark). / Internal survey reflects 70+% good or very good satisfaction with career development reviews.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	<p>i) Establish a baseline for completion rates.</p> <p>ii) Quarterly reports, generated from My-HR and detailing numbers of career development reviews, provided for analysis at CSG.</p>	√ Yes	Quarterly	Business and systems manager	See PCD12				
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCD12 and PCD16	√ Yes	Semester 1 24/25 and annually	Research managers	Less than 15% below the aggregate by 2025 / In line with the aggregate by 2027 (CEDARS 2025: Q27)				
PCDR4	Researchers positively engage in career development reviews with their managers.	See PCD12 and PCD16	√ Yes	Semester 1 24/25 and annually	Researchers	Less than 15% below the aggregate by 2025 / In line with the aggregate by 2027 (CEDARS 2025: Q29 + 32 + 32a)				

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.	i) Include 'Careers beyond academia' as part of faculty researcher network events. ii) Promote speaking engagements with visiting and honorary professional role appointments / industry specialists.	√ Yes	Start of each semester	ADRs / Deans and Directors	Researchers discuss their situation and funding opportunities, obtain feedback on their CV, discuss career plans, and see how they can focus on learning specific skills to pursue certain career goals. CEDARS 2025: Q31 At least 55% agree / agree strongly that they have a clear career development plan).			
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.	i) Develop digital badges for completion of internal CPD programmes including THRIVE. ii) See PCDI1 'Drop down menu' on My-HR to record CPD activity)	√ Yes	i) February 2025 ii) September 2024 (Current platform) / September 2025 (ERP version)	TEA Advisor / RCRD Advisor Business and systems manager / OD Director				
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.	i) Sponsor up to 6 additional places on the national 'Aurora Leadership programme for women' (included in the 10 days CPD allocation). ii) Allocate 20% (8 places) of places on the internal 'Building Brilliant Leaders (BBL)' development programme for researchers at bands 6-8. iii) Review project management training (including open access fee information), exploring possibilities of co-delivery with funders.	√ Yes	i) June 2024 intake – x 3 additional places / June 2025 intake x 3 additional places ii) Cohorts 3+4 due to be rolled out between September 2024- July 2025 iii) March 2025	ULT sponsors / Deans / ADRs / OD Advisor	The impact of participation in the 'Adaptive leadership', 'Core Leadership' and 'Identity, impact and voice' Aurora development days and the BBL programme is seen in increased levels of confidence, promotions applications and invitations to speak at conferences. (CEDARS 2025: Q29 agree strongly 35%).	We know that Aurora is a pathway to promotion with increased take-up of mentoring support.		

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.	i) Faculty and institute briefing for research managers and tailored leadership briefings. ii) Tailored briefing for the workload allocation model working group. iii) Establish a phased baseline for completion rates. iv) Monitor CPD time as uploaded to My-HR. (See PCDI1 'Drop down menu' on My-HR to record CPD activity).	√ Yes	i)+ii) March- May 2024 iii) April 2024 iv) Quarterly	HRBP / OD Director CSG members and PVC, International (Chair of workload allocation group). HRBP	Researchers report increased levels of trust and confidence in line managers to allocate and support 10 days minimum (no less than 55% agree or strongly agree (CEDARS 2025: Qs 31 and 36).	Workload model to include specific allocation for grant writing workshops / 10 days minimum CPD.			
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	i) Research managers attend the leadership professional development forum events (bi-monthly development events). ii) Research managers record their own CPD. (See PCDI1 'Drop down menu' on My-HR to record CPD activity).	X No	i) From April 2024	OD Director	65% attendance rate in 2024, rising to 75% in 2025 and 80% in 2026. Research managers My-HR records show increase in personal CPD (role modelling).				
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	i) Researchers respond to requests for information used to develop improved faculty-based portal content, development events (including brown bag lunches) and to feedback to senior leaders, e.g FHS doodle polls. ii) Researchers undertake to keep their internal and external profile up to date using a range of platforms and fora.	X No	As requested	Researchers / Research Managers / ADRs	Improved attendance at faculty-based events, THRIVE participation and TEA events. Evidence may also include links to personal social media, LinkedIn, Worktribe account and personal web page.	Engagement with 'the conversation' and / or public engagement, societal dialogue as suggested by UKRI.			
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.	i) Complete the development phase of the Civic Research Participatory Hub, establishing a forum for 'skills exchange' between the university and local cultural and heritage organisations, e.g Hull History Centre and WISE ii) Explore the viability of a joint initiative between the university and flood resilience partners, Aiming to offer non-linear career pathway opportunities for up to 5 early career researchers.	√ Yes	i) Scoping work completed by December 2024 ii) Phase 1: Initial scoping completed by March 2025	PVC, R+E / Director of Business Engagement and Enterprise PVC, R+E, Director of Doctoral College	Regional collaborations in support of our civic university aims. Tailored opportunities for ECRs to share and develop skills, knowledge, and experience. (CEDARS 2025: Q31 at least 65% agree they are aware of the support provided).				

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.	i) Promote the 'PushFar' mentoring programme to encourage engagement from researchers as part of their 10 days CPD. ii) Review faculty based mentoring schemes to identify best practice and standardise accessibility for all researchers.	√ Yes	National mentoring day 27th October 2024 and national mentoring awareness month January 2025	ADRs / Deans / RCRD lead / OD Advisor	Increased confidence to explore alternative opportunities. Increased demand for 'pushfar' and faculty-based programme places from new mentees and mentors.				
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.	i) Review the training portfolio to ensure provision of 'Using social media' and 'Promoting oneself' activity is current and extends beyond traditional platforms (eg. ORCID, LinkedIn). ii) Review the 'Researcher conversations' pilot initiative with FACE and the doctoral college. See E12 (use of buddies) and PCDM2 (use of mentors, including THRIVE mentors).	√ Yes	September 2024	RCRD lead / Marketing / Library skills team lead	Attendance at bespoke events / increase level of mentoring take-up to +50% across all faculties and institutes.				
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.	i) Researchers engage with institutional activity (seminars, webinars, networks and professional development) e.g 'Unveiling REF 2029: Our plans and their potential impact on you' / inaugural lecture series / RCRD events. ii) Researchers explore the opportunities presented as part of the Hull Centre for Sustainability and Olympic Legacy as part of their career development.	√ Yes	Ongoing activity	PDRAs / Research fellows/ PGRs	(CEDARS 2025:Q35 to gauge level of further interest) Research bids initiated / outputs and conference posters / presentations	The Team GB partnership and Olympic legacy are unique opportunities for Hull researchers.			

* 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 institution. The 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 the Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information

ECR3	Team GB partnership
Context	University of Hull Research Strategy *Research strategy under review / new strategy due September 2024
Context	University of Hull Strategy 2030
ECI3	IGLoo project
ECI3	Prioritising Staff Wellbeing in Higher Education
PCDR6	Inaugural lecture series

Abbreviations and glossary

ACF	Academic Careers Framework
ADR	Appraisal and development review
ADRs	Associate Dean(s) for Research
BBL	Building Brilliant Leaders
B+S	Business and systems (team)
CEDARs	Culture, Employment and Development in Academic Research Survey

PCDM2	PushFar mentoring
ECI5 / ECM2	University Statement of Research Integrity
PCDI1	Covidence systematic review software
PCDR6	Hull Centre for Sustainability and Olympic Legacy
PCDM2	National Mentoring Day

CFO	Chief Finance Officer
CPD	Continuous Professional Development
CPO	Chief People Officer
CSG	Concordats Steering Group
DSE	Display Screen Equipment
DVC	Deputy-Vice-Chancellor
ECR	Early Career Researcher
EDI	Equality, Diversity, and Inclusion
EDIGB	Equality, Diversity, and Inclusion Governance Board
EIA	Equality Impact Assessments
ERP	Enterprise Resource Planning (Digital platform due for introduction in 2025)
FACE	Faculty of Arts, Cultures and Education
FTC	Fixed Term Contract
HIKE	Hull Impact and Knowledge Exchange
HR	Human Resources
HRBPs	Human Resource Business Partner
HWB	Health and Wellbeing
ICT	Information, communication, technology
Internal Communications Channels	Staff portal, ebuletin, digital postcards, leadership briefings
MHFA	Mental Health First Aider
My-HR	University HR system
OD	Organisational Development
PDRA	Post Doctoral Research Associate
PGR	Post Graduate Researcher
PI	Principal Investigator
PVC, R+E	Pro-Vice-Chancellor, Research and Enterprise
PWG	Policy Working Group
RCRD	Research Culture Researcher Development
RDF	Researcher Development Framework
RSI	Repetitive Strain Injury

SPBI	Strategic Planning and Business Intelligence
TEA	Teaching Excellence Academy
THRIVE	The Hull early-career Research Integrated deVElopment programme
UKRI	UK Research and Innovation
ULT	University Leadership Team
URC	University Research Committee
WISE	Wilberforce Institute for Slavery and Emancipation

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HREiR Award action plan template for funders (add dates)

(individual obligations can be inserted into the relevant section of the institution template if required)



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 <u>impact</u> 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.										
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies									
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.										
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers									
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.										
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions									
Employment										
Job security										
The aims of these obligations are to improve the job security of researchers.										

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									
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.										
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									
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.

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									

Further hyperlinks and supplementary information (more rows can be added)	
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Abbreviations and glossary (more rows can be added)	