

HREiR Action plan template

Must read prior to completing action plan

Action plan	Following an update to the HREiR Award action plan in 2026 you are now required to map actions in your plan to a minimum of 6 obligations and at least one from each pillar (Environment and Culture, Employment and Professional and Career Development). In your summary report you will have confirmed what those obligations will be by assessing what change you want to see in the next 3 years and from this analysis you will pick what obligations align with those desired changes. In the action plan below please add your chosen obligations from the 'Obligations tab' and complete the action plan.
Institution name:	
Cohort number:	
Date of submission:	

	Obligation (these are fixed by Vitae and cannot be changed) include the overall obligation and sub obligations	Action to be taken during three year cycle to support obligation the number of actions you choose to include per Obligation is at your institutions discretion	Carried over from previous action plan?	What will success look like? progress and impact will be measured through SMART objectives, supported by clear KPIs, metrics, and feedback mechanisms	Expected Impact of this Action for your planned audience (please include Research only staff (Concordat priority audience))	Deadline	Responsibility
Environment and Culture							
Bullying and Harassment							
3A	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. Create specific guidance on the policies, practices and support relevant to contract researchers and embed into induction training and communication facilitated through Department of Research and Innovation.	Yes	- Feedback on training/resources demonstrates that 75% of contract researchers who have engaged with the guidance understand the processes and policies related to bullying and harassment. - 20% increase in positive response to CEDARS question (or similar) on confidence in tackling and reporting discrimination, bullying and harassment.	Increased confidence in contract researchers to raise concerns. Reduction in underreporting due to lack of awareness. More consistent handling of cases across faculties. Reduction in incidents linked to poor management practices. Stronger alignment between institutional values and lived experience.	July 2027	Training and Research Culture Manager, HR Learning and Dev. Rep
3B	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	2. Include input on ensuring and promoting a healthy working environment in the PI Essentials Learning Pathway, to complement existing core training modules for managers. 3. Identify recommendations arising from the internal 'Safeguarding Researchers' project (Prof. Lisa Sugiura) to inform guidance and resources relevant to contract researchers and their managers, specifically for those who may be at risk of online abuse related to their research or are carrying out sensitive research.		- Through pulse surveys and focus groups, 75% researchers carrying out sensitive research are aware of the resources and guidance available to them and are confident in how to follow any process related to these.			
Equity, Diversity and Inclusion							
4A	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	4. Develop and implement an 'Inclusive PI' training module, as part of the PI Essentials Learning Pathway that covers EDI, mental health awareness and inclusive authorship guidance. 5. Develop guidance and resources within the 'Inclusive PI' module of the PI Essentials Learning Pathway on how to support neurodivergent staff. 6. Develop and deliver initiatives to support staff who want to be research active or to return to research after a period of absence (e.g. following parental leave, bereavement, major illness).	No	- 20% increase in response to CEDARS question or similar/pulse survey that contract researchers have confidence that their managers demonstrate inclusive practice in their management/leadership. - 75% of those who have accessed support to return to research or to be research active indicate that it has had a positive impact on their career development plans.	Improved experiences for underrepresented and marginalised researchers. Greater consistency in inclusive behaviours across departments. Improved satisfaction from staff who have returned to research after a break.	January 2028	Training and Research Culture Manager, Neurodiverse network lead, EDI team
Employment							
Recognition, Reward and Promotion							
8A	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.	7. Create a contract researcher annual recognition award through a Research Culture annual celebration event (aligned to similar action within the institutional Technician Commitment action plan). 8. Collect and collate case studies of contract researcher success and include in induction, newsletters, website and updates. 9. Explore how to formalise contract researchers' contributions, with recommendations to feed into Research Culture Supporting and Developing Pillar action plan.	No	- Minimum of two annual researcher awards carried out. - Increase number of nominations received for contract researcher award by 10% in second and a further 10% in third year. - Range of case studies available to staff. - 60% contract researchers responding to survey feel that their contribution to research is recognised. - Recommendations from exploration of researcher' contributions included in Pillar Action Plan.	Increased trust in institutional commitment to researcher support. Increased awareness of and participation in recognition awards over the period of the action plan.	January 2028	Training and Research Culture Manager, HR rep, Reward and Recognition team
Professional and Career Development							
Championing Professional Development							
12A	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.	10. Re-develop induction training to form the new Induction training pathway - 'Researcher Passport to Progress' for Contract Researchers, building on good practice that exists in areas across the university and filling gaps that exists in other areas. 11. Create an online training/learning log for staff to record how they are using their 10 days - with guidance on what counts towards this eg. not just training, can be mentoring, shadowing and testimonials from staff on the benefits of these development days etc. 12. Create a contract researcher induction online tool kit/pack which outlines a centralised 30-60-90 day onboarding model - Day 0-30: Core institutional induction, welcome and introduction to central DRI support and Concordat awareness, Day 30-60: Integration (networks, mentoring, research community) and development opportunities, Day 60-90: Career planning. 13. Include obligations to support 10 day of development time in PI Essentials training and share faculty data on uptake after each CEDARS/Pulse survey.	Yes	- 25% of researchers achieving 10 days CPD (from current 14% institutional and sector average). - 25 contract researchers complete Passport induction modules. - 75% of those accessing the induction training and/or tools state that they were useful or very useful. - 30% researchers request access to the online induction training tool and learning log.	Increased uptake of CPD leading to enhanced skills and employability. Cultural shift where development is seen as core, not optional. Increased awareness of entitlements, opportunities, and career pathways. Improved long-term engagement with development opportunities.	July 2027	Training and Research Culture Manager, HR Learnind and Development Rep
Career Development Support and Planning							

14A	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	14. Creation of a central Research Staff Mentoring scheme, complementing the local offer, to ensure that all staff are offered a mentor, via an opt-out scheme - with accompanying contract researcher-specific resources for mentors and mentees. Providing mentors and training in broader skills applicable to non-academic career trajectories. 15. Provide training, resources and access to the Vitae RDF planning tool and the Royal Society's Resume for Researchers to support contract researcher career planning and development.	Yes	- Reduction in unmet demand for mentors from 32% to 15% - 75% of those who have accessed the central mentoring scheme or mentoring circles are satisfied or extremely satisfied with the support provided - 30% contract researchers have requested access to the RDF planning tool	Normalisation of mentoring as a standard part of researcher experience Increased access to career advice, networks, and support Improved career confidence and decision-making	July 2027	Training and Research Culture Manager, HR mentoring rep, Department Research and Innovation experts
Research Identity and Leadership							
15A	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	16. Develop and deliver an 'Introduction to Research Leadership' module within the R & I Learning Pathways 17. Develop and deliver an institutional Open Research training module as part of the Contract Researchers and ECR Learning Pathways 18. Review relevant boards and committees (eg URIC and FRIC) to identify where there are opportunities for Contract Researchers to be represented	Yes	- 75% of those who have accessed the leadership training module state it was good or excellent. - 75% of those who have accessed the open research training module state it was good or excellent. - 80% contract researchers who have accessed support state they have increased confidence in their broader leadership skills.	Researchers develop confidence in leading projects, people, and collaborations. Increased adoption of open research practices. Enhanced readiness for career progression (academic or beyond).	August 2028	Training and Research Culture Manager, Open Research Pillar Lead, Committee chairs.
15B	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	19. Develop a PI Essentials training pathway pilot and toolkit, consisting of modules, guidance and resources including Inclusive PI, Ensuring a Healthy Working Environment, Supporting Your Staff To Access their 10 days, Career Development Planning and Career Porosity). 20. Career Coaching Conversation Training developed for staff and managers to support career planning around career porosity.	Yes	- 10 PIs access the pilot PI essentials training pilot and provide feedback to inform the training moving forwards. - 75% of those who have accessed the PI Essentials training state it was good or excellent. - 75% managers who accessed the coaching training state that their confidence in leading these conversations has increased.	Improved consistency in quality of management and support. Stronger accountability for staff development. Increase in number of development days accessed by Contract Researchers.	January 2028	Training and Research Culture Manager, Wellbeing Lead