



Details The institutional audience* for this action plan includes (complete or delete, as appropriate): Institution name: The Open University, UK Cohort number: Comments Research staff In the OU context, we define researchers as those on Research T&Cs. This audience Date of submission: May-21 includes Research Assistants, Research Associates, Research Fellows and Senior Research Fellows. Please note the number is correct as of January 2021 and will be updated monthly with data from People Services. Postgraduate researchers Postgraduate Research Students (PGRS). The 8 year review includes PGRS, going forward we won't include this group as part of our audience. Research and teaching staff N/A Those who have research responsibility in their contracts (i.e. Lecturers/Senior Lecturers with 60% teaching & 40% research) have not been included in the past Concordat and will not be part of the audience in the new Concordat. N/A Teaching-only staff N/A Technicians Clinicians N/A Professional support staff N/A N/A Other (please provide numbers and details):

	Obligation	Action	Success measure	Deadline	Responsibility	Progress update	Outcome/ result
						13 111 17 1111	
Environment a	nd Culture						
Institutions mu							
ECI1	Ensure that all relevant staff are aware of the Concordat	From OU Gap Analysis (Completed March 2021) this was identified as partially complete. This was rated as a relatively medium priority at Research Development Concordat Steering Group (RDCSG)	Create internal RCD Website. Promote the RCD website to the Researcher community. Hold biannual briefing sessions for the researcher community.	Ongoing	RDCSG Chair		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Monitor at Concordat Steering Groups		Ongoing	People Business Partner; People Services		
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Monitor at Concordat Steering Groups		Ongoing	People Business Partner; People Services		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	From OU Gap Analysis 2021, this was identified as partially complete. This was rated as a relatively high priority at RDCSG for next academic year (in comparison to other priorities)	Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee		RDCSG Chair		
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Monitor at Concordat Steering Groups			Head of Research Strategy and Goverance		
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Monitor at Concordat Steering Groups			RDCSG Chair		
Funders must:						-	
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	N/A
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	N/A	N/A	N/A	N/A	N/A	N/A





							= 5	HR EXCELLENCE IN RESEARCH
ECF3	Ensure that funding call requirements and selection processes	N/A	N/A	N/A	N/A	N/A		N/A
	offer equality of opportunity between different groups of							
	researchers, recognise personal contexts, and promote							
	positive research cultures and working conditions							
Managers of r	esearchers must:							
ECM1	Undertake relevant training and development opportunities	Equality Essentials training mandated in 2020.	Monitor at RDCSG, reporting of institutional	Ongoing	Dean EDI			
	related to equality, diversity and inclusion, and put this into		uptake.					
	practice in their work							
ECM2	Ensure that they and their researchers act in accordance with	This is embedded in Research Governance, Integrity	Annual statement on research integrity to be	Annual	Head of Research			
	the highest standards of research integrity and professional	and Ethics	received by the RDCSG		Strategy and			
	conduct				Goverance			
ECM3	Promote a healthy working environment that supports	Monitor at Concordat Steering Groups		Ongoing	People Business			
	researchers' wellbeing and mental health, including reporting				Partner; People			
	and addressing incidents of discrimination, bullying and				Services			
50144	harassment, and poor research integrity	W 7 10 110 1 0			D 1 D 1			
ECM4	Consider fully, in accordance with statutory rights and	Monitor at Concordat Steering Groups		Ongoing	People Business			
	institutional policies, flexible working requests and other				Partner; People			
ECM5	appropriate arrangements to support researchers	From OU Gap Analysis this was identified as partially	Success measure to be defined and agreed at	Ongoing	Services Head of Research			
LOIVIO	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and	complete. This was rated as a relatively low priority	the next (September 2021) RDCSG in	Ongoing	Strategy and			
	culture within their institution	at RDCSG for next academic year (in comparison to	consultation with Research Committee		Goverance			
	Culture within their institution	other priorities)	Consultation with Nesearch Committee		Governice			
Researchers	nuet.	other priorities)						
ECR1	Actively contribute to the development and maintenance of a	Monitor at Concordat Steering Groups		Ongoing	Dean, Equality			
LOINT	supportive, fair and inclusive research culture and be a	Mornior at Coricordat Steering Groups		Origoning	Diversity Inclusion			
	supportive colleague, particularly to newer researchers and				Diversity inclusion			
	students							
ECR2	Ensure they act in accordance with employer and funder	Monitor at Concordat Steering Groups		Ongoing	Dean, Equality			
20.12	policies related to research integrity, and equality, diversity	mornior at control and crossing croups		o.i.go.i.ig	Diversity Inclusion			
	and inclusion				,			
ECR3	Take positive action towards maintaining their wellbeing and	Monitor at Concordat Steering Groups		Ongoing	People Business			
	mental health			0 0	Partner; People			
					Services			
ECR4	Use available mechanisms to report staff who fail to meet the	Monitor at Concordat Steering Groups		Ongoing	People Business			
	expected standards of behaviour, particularly in relation to				Partner; People			
	discrimination, harassment, bullying, and research misconduct				Services			
ECR5	Consider opportunities to contribute to policy development	From OU Gap Analysis this was identified as partially	Success measure to be defined and agreed at	Ongoing	Head of Research			
	aimed at creating a more positive research environment and culture within their institution	complete. This was rated as a relatively low priority	the next (September 2021) RDCSG in		Strategy and			
	culture within their institution	at RDCSG for next academic year (in comparison to	consultation with Research Committee		Goverance			
		other priorities).		+				
Employment Institutions m	uot:							
Institutions m	Ensure open, transparent and merit-based recruitment, which	Monitor at Concordat Steering Groups		Ongoing	Head of People Hub,			
[51]	attracts excellent researchers, using fair and inclusive	Informor at Concordat Steering Groups		Ongoing	People Services			
1	selection and appointment practices			1	a sobie services			
El2	Provide an effective induction, ensuring that researchers are	Monitor at Concordat Steering Groups		Ongoing	People Business			
I	integrated into the community and are aware of policies and	at construct discorning Groups		39519	Partner; People			
I	practices relevant to their position			1	Services			
EI3		Monitor at Concordat Steering Groups		Ongoing	Head of Reward,			
I	and promotion pathways that recognise the full range of	3, -			Insight and			
1	researchers' contributions and the diversity of personal			1	Inclusion, People			
L	circumstances			<u> </u>	Services.	<u></u>		
EI4	Provide effective line and project management training	From OU Gap Analysis this was identified as partially	Success measure to be defined and agreed at	Ongoing	People Business			
1	opportunities for managers of researchers, heads of	complete. This was rated as a relatively high	the next (September 2021) RDCSG in	1	Partner; People			
1	department and equivalent	priority at RDCSG for next academic year (in	consultation with Research Committee	1	Services			
		comparison to other priorities)						
EI5	Ensure that excellent people management is championed	Monitor at Concordat Steering Groups		Ongoing	People Business			
I	throughout the organisation and embedded in institutional			1	Partner; People			
1	culture, through annual appraisals, transparent promotion			1	Services			
L	criteria, and workload allocation			1				





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Services resources and refer remangers as any state-shood profit of the completion of the control and pathods and profit of the control and pathods and profit of the completion of the control and pathods and profit of the control and pathods and pathods and profit of the control and pathods and path	EI6	through more effective redeployment processes and greater	complete. This was rated as a relatively high priority at RDCSG for next academic year (in	the next (September 2021) RDCSG in	Ongoing	Partners, People		
Series of the control of the series which support the improvement of wathing controls in the series for discissal support the improvement of wathing controls in the series for discissal support the improvement of wathing controls in control of the series	EI7	within the institution and provide them with formal opportunities to engage with relevant organisational policy	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively high priority at RDCSG for next academic year (in	the next (September 2021) RDCSG in		Strategy and		
working conditions for researchers. In review trunking calls the many doublings, gardinary and doublings and lade of large beauting and discovery treatment of the properties	Funders must:							
researchers employment, particularly in relation to career in present and last of the sensity. Proceeds the blackness of the control of the	EF1	working conditions for researchers, in relevant funding calls,	N/A	N/A	N/A	N/A	N/A	N/A
portions sustainable employment arrangements and enhance of their retirement fluiding iterates in a control of the control of	EF2	researchers' employment, particularly in relation to career	N/A	N/A	N/A	N/A	N/A	N/A
Activity crosses to research funding and its impact at all Controlled Secretary Controlled Project Control	EF3	promote sustainable employment arrangements and enhance	N/A	N/A	N/A	N/A	N/A	N/A
Undertake relevant training and development opportunities of white they cam ranage researchers effectively and fulfill their did yor of care Familianise themselves, and work in accordance with, relevant reproduction and participant feedback. EM2 Familianise themselves, and work in accordance with, relevant reproduction and participant feedback. EM3 Commit to, and evidence, the inclusive, equitable and transparent recurrant, promotion and roward of researchers transparent recurrant, promotion and roward of researchers EM3 Commit to, and evidence, the inclusive, equitable and transparent recurrant, promotion and roward of researchers EM4 Advively angage in regular constructive performance management with their researchers EM5 Engage with opportunities to contribute to relevant policy development with right institutional principal programs and programs and programs and promotion and roward of researchers EM5 Engage with opportunities to contribute to relevant policy development within their institution. EM6 Engage with opportunities to contribute to relevant policy development within their institutional policies, procedures and reprograms and programs and pr	EF4	providing access to research funding and its impact at all	N/A	N/A	N/A	N/A	N/A	N/A
employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding EM3 Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers EM4 Actively engage in regular constructive performance management with their researchers EM5 Engage with opportunities to contribute to relevant policy development within their institution and the wider academic year (in comparison to other priorities) ER7 Positively engage with performance management discussions and reviews with their managers Professional Monitor at Concordat Steering Groups From OU Gap Analysis this was identified as partially comparison to other priorities) From OU Gap Analysis this was identified as partially comparison to other priorities) From OU Gap Analysis this was identified as partially comparison to other priorities) From OU Gap Analysis this was identified as partially comparison to other priorities) Monitor at Concordat Steering Groups Monitor at Concordat Steering Gr	Managers of EM1	that they can manage researchers effectively and fulfil their	Monitor at Concordat Steering Groups	changes to the career development and training programme as a result of the CROS/PIRLS	Ongoing			
transparent recruitment, promotion and reward of researchers EMM Actively engage in regular constructive performance management with their researchers EMM Profit at RDCSG for next academic year (in comparison to other priorities) EMS Engage with opportunities to contribute to relevant policy development within their institution EMS Engage with opportunities to contribute to relevant policy development within their institution EMS Engage with opportunities to contribute to relevant policy development within their institution EMS Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder. ERT Understand their reporting obligations and responsibilities ERZ Understand their reporting obligations and responsibilities and reviews with their managers ERA Positively engage in regular constructive performance management discussions and reviews with their managers ERA Recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within their institution and the wider academic or more under the recognise and act on their role as key stakeholders within comparison to other priorities) ERA Recognise and act on their role as	EM2	employment legislation and codes of practice, institutional	Monitor at Concordat Steering Groups		Ongoing	People Services		
Actively engage in regular constructive performance management with their researchers Engage with opportunities to contribute to relevant policy development within their institution Engage with opportunities to contribute to relevant policy development within their institution Monitor at Concordat Steering Groups Monitor at Concor	ЕМ3		Monitor at Concordat Steering Groups		Ongoing	Business Partners/Head of		
Ensure that they work in accordance with, institutional policies, procedures and employment egislation, as well as the requirements of their funder ER2 Understand their reporting obligations and responsibilities ER3 Positively engage with performance management discussions and reviews with their managers ER4 Recognise and act on their role as key stakeholders within their institution and the wider academic community Professional ER5 Ensure that they work in accordance with, institutional policies, procedures and employment tegislation, as well as the requirements of their funder From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG for next academic year (in companison to other priorities). ER3 Proffessional ER4 Recognise and act on their role as key stakeholders within their institution and the wider academic community Professional ER5 End Groups and eviews with their managers ER4 Recognise and act on their role as key stakeholders within their institution and the wider academic community ER5 ER6 Ensure that they work in accordance with, institutional policies, procedures and employment tegislation, as well as the requirements of their funder From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG in consultation with Research Committee Understand their reporting obligations and responsibilities From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG in consultation with Research Committee Understand their reporting obligations and responsibilities From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG in consultation with Research Committee Understand their reporting obligations and responsibilities From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG in consultation with	EM4		complete. This was rated as a relatively medium priority at RDCSG for next academic year (in	the next (September 2021) RDCSG in	Ongoing	Line Managers and People Services		
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and reviews with their managers complete. This was rated as a relatively low priority at RDCSG for next academic year (in comparison to other priorities). ER4 Recognise and act on their role as key stakeholders within their institution and the wider academic community priority at RDCSG for next academic year (in comparison to other priorities). From OU Gap Analysis this was identified as partially complete. This was rated as a relatively medium priority at RDCSG for next academic year (in comparison to other priorities). Professional Recognise and act on their role as key stakeholders within their institution and the wider academic community priority at RDCSG for next academic year (in comparison to other priorities). Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee Professional Partner; People Services Punder; People Services Business Partners Business Partners	ER2	Understand their reporting obligations and responsibilities	complete. This was rated as a relatively low priority at RDCSG for next academic year (in comparison to	the next (September 2021) RDCSG in	Ongoing			
their institution and the wider academic community complete. This was rated as a relatively medium priority at RDCSG for next academic year (in comparison to other priorities) the next (September 2021) RDCSG in consultation with Research Committee business Partners Business Partners Business Partners			complete. This was rated as a relatively low priority at RDCSG for next academic year (in comparison to other priorities).	the next (September 2021) RDCSG in consultation with Research Committee	Ongoing	Partner; People Services		
			complete. This was rated as a relatively medium priority at RDCSG for next academic year (in	the next (September 2021) RDCSG in	Ongoing	People Services		
Institutions								
	Institutions							





							HR EXCELLENCE IN RESEARCH
PCDI1	Provide opportunities, structured support, encouragement and	From OU Gap Analysis this was identified as partially	Success measure to be defined and agreed at	Ongoing	Senior Manager		
	time for researchers to engage in a minimum of 10 days	complete. This was rated as a relatively high priority	the next (September 2021) RDCSG in		Research Career		
	professional development pro rata per year, recognising that	at RDCSG for next academic year (in comparison to	consultation with Research Committee		Development and		
	researchers will pursue careers across a wide range of	other priorities)			Chair RDCSG		
	employment sectors	p.13.11.23/					
PCDI2	Provide training, structured support, and time for managers to	Monitor at Concordat Steering Groups		Ongoing	Head of Institutional		
. 05.2	engage in meaningful career development reviews with their	Indiano, at consordat eteering ereaps		ongoing	Learning		
	researchers				Loaning		
PCDI3	Ensure that researchers have access to professional advice	Monitor at Concordat Steering Groups		Ongoing	Senior Manager		+
FODIS	on career management, across a breadth of careers	Worldon at Concordat Steering Groups		Origonia	Research Career		
	lon career management, across a breadin or careers				Development and		
DOD! 4		5 0110 4 1 1 11 11 11 11 11 11			Chair RDCSG		
PCDI4	Provide researchers with opportunities, and time, to develop	From OU Gap Analysis this was identified as partially	Success measure to be defined and agreed at	Ongoing	Faculty Associate		
	their research identity and broader leadership skills	complete. This was rated as a relatively high priority			Directors Research		
		at RDCSG for next academic year (in comparison to	consultation with Research Committee				
		other priorities)					
PCDI5	Recognise that moving between, and working across,	Monitor at Concordat Steering Groups	On target Revised measure R8: Build from best	Ongoing	Faculty Associate		
	employment sectors can bring benefits to research and		practice in providing opportunities for teaching		Directors Research		
	researchers, and support opportunities for researchers to		experience for researchers. Success measure is				
	experience this		increased PRES score.				
PCDI6	Monitor, and report on, the engagement of researchers and	From OU Gap Analysis this was identified as partially	Success measure to be defined and agreed at	Ongoing	People Services		
	their managers with professional development activities, and	complete. This was rated as a relatively low priority	the next (September 2021) RDCSG in	39	Business Partners		
	researcher career development reviews	at RDCSG for next academic year (in comparison to	consultation with Research Committee		Buoincoo i aithere		
	researcher career development reviews	other priorities)	consultation with research committee				
Funders must:		other priorities)					
runuers must.							
PCDF1	Incorporate specific professional development requirements in	N/A	N/A	N/A	N/A	N/A	N/A
. 05	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						
DODEO	Forbord the Commendat Drive sinks and account or development	IN/A	NI/A	NI/A	N1/A	NI/A	INVA
PCDF2	Embed the Concordat Principles and researcher development	N/A	N/A	N/A	N/A	N/A	N/A
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	N/A	N/A	N/A	N/A	N/A	N/A
	into research assessment strategies and processes						
PCDF2	into research assessment strategies and processes Acknowledge that a large proportion of the researchers they	N/A	N/A	N/A N/A	N/A	N/A	N/A N/A
	into research assessment strategies and processes Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider						
	into research assessment strategies and processes Acknowledge that a large proportion of the researchers they						
PCDF3	into research assessment strategies and processes Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider						
PCDF3 Managers of	into research assessment strategies and processes Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	N/A		N/A	N/A		
PCDF3	into research assessment strategies and processes 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 Engage in regular career development discussions with their	N/A Monitor at Concordat Steering Groups			N/A Line		
PCDF3 Managers of	into research assessment strategies and processes 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 Engage in regular career development discussions with their researchers, including holding a career development review at	N/A Monitor at Concordat Steering Groups		N/A	N/A Line Manager/People		
PCDF3 Managers of	into research assessment strategies and processes 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 Engage in regular career development discussions with their	N/A Monitor at Concordat Steering Groups		N/A	N/A Line Manager/People Services Business		
PCDF3 Managers of PCDM1	into research assessment strategies and processes 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 Engage in regular career development discussions with their researchers, including holding a career development review at least annually	N/A Monitor at Concordat Steering Groups	N/A	N/A Ongoing	N/A Line Manager/People Services Business Partner		
PCDF3 Managers of	into research assessment strategies and processes 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 Engage in regular career development discussions with their researchers, including holding a career development review at least annually Support researchers in exploring and preparing for a diversity	N/A Monitor at Concordat Steering Groups From OU Gap Analysis this was identified as partially	N/A Success measure to be defined and agreed at	N/A	N/A Line Manager/People Services Business Partner Line		
PCDF3 Managers of PCDM1	into research assessment strategies and processes 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 Engage in regular career development discussions with their researchers, including holding a career development review at least annually Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and	N/A Monitor at Concordat Steering Groups From OU Gap Analysis this was identified as partially complete. This was rated as a relatively medium	N/A Success measure to be defined and agreed at the next (September 2021) RDCSG in	N/A Ongoing	N/A Line Manager/People Services Business Partner Line Managers/Senior		
PCDF3 Managers of PCDM1	into research assessment strategies and processes 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 Engage in regular career development discussions with their researchers, including holding a career development review at least annually Support researchers in exploring and preparing for a diversity	N/A Monitor at Concordat Steering Groups From OU Gap Analysis this was identified as partially complete. This was rated as a relatively medium priority at RDCSG for next academic year (in	N/A Success measure to be defined and agreed at	N/A Ongoing	N/A Line Manager/People Services Business Partner Line Managers/Senior Manager		
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PCDF3 Managers of PCDM1 PCDM2	into research assessment strategies and processes 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 Engage in regular career development discussions with their researchers, including holding a career development review at least annually Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	N/A Monitor at Concordat Steering Groups From OU Gap Analysis this was identified as partially complete. This was rated as a relatively medium priority at RDCSG for next academic year (in comparison to other priorities)	N/A Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee	N/A Ongoing	N/A Line Manager/People Services Business Partner Line Managers/Senior Manager Researcher Career Development		
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							THE EXCELLENCE IN RESEARCH
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively high priority at RDCSG for next academic year (in comparison to other priorities)		Ongoing	Researchers		
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG for next academic year (in comparison to other priorities)	Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee	Ongoing	Researchers		
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG for next academic year (in comparison to other priorities)	Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee	Ongoing	Researchers		
PCDR4	Positively engage in career development reviews with their managers	Monitor at Concordat Steering Groups		Ongoing	Researchers/People Services Business Partners		
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively medium priority at RDCSG for next academic year (in comparison to other priorities)	Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee	Ongoing	Researchers		
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG for next academic year (in comparison to other priorities).	Success measure to be defined and agreed at the next (September 2021) RDCSG in consultation with Research Committee	Ongoing	Researchers/Head of Research and Enterprise		
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^{*} The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional suport staff; technicians.