HREiR Action plan template (2021-2023) (Backward Looking Plan)

The Open University — HR EXCELLENCE IN RESEARCH

		Details		The institutional audience* for this action plan includes (complete or delete, as appropriate):			
	Institution name:	The Open OU, UK					
	Cohort number:	8		Audience	#	Comments	
	Date of submission:	May-23		Research staff	149	In the OU context, we define researchers as those on Research T&Cs. This audience includes Research Assistants, Research Associates, Research Fellows and Senior Research Fellows. Please note the number is correct as of February 2023 and will be updated monthly with data from People Services.	
	Date of re-submission:			Postgraduate researchers	N/A	Approaching 1000 postgraduate research students and a further 200 research students in 18 Affiliated Research Centres distributed across the world. Since the 8 year review we have focussed on Research staff, although our actions might benefit this group.	
				Research and teaching staff	N/A	Around a 1000 academic staff work at the OU on research & teaching contracts. These (i.e. Lecturers/Senior Lecturers with 60% teaching & 40% research) have not been included in the past and will not be part of this audience, although our actions might benefit this group.	
				Teaching-only staff	N/A	Around 6000 Associate Lecturers (ALs) are employed at the OU.	
				Technicians	N/A		
				Clinicians	N/A		
				Professional support staff	N/A		
				Other (please provide numbers and details):	N/A		

Obligation	Action	Success measure	Deadline	Responsibility	Progress update	Outcome/ result (no further action, carried forward, ongoing priority)
Environment and Culture						
Institutions must:						
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). In line with Researcher Development Concordat Action Plan (RC-2021-03-10), in terms of Action 3 Awareness raising we aim to: 1) Develop internal RCD Website (May 2022). 2) Promote internal RCD website via newly released bi-monthly newsletter to 150+ members of Researcher community, which will include updates, highlights from training provided each month, where to find relevant resources, references to OU Life Article and to available induction materials for new comers (June 2022); 3) Hold bi-annual briefing sessions for the researcher community (September 2022). *(Note that indicated target deadlines are provided in brackets throughout this document where feasible. In this Concordat Action plan we have only added specific success measures towards medium to high priority actions. Obviously the OU will continue to monitor progress on all other obligations).*	An increased awareness and engagement of the Researcher Development Concordat. 1) Engagement on RCD Website on yearly basis. 2) Engagement with bi-monthly newsletter; 3) Feedback from engagement activities (see below); 4) Awareness score Concordat CEDARS increased with 10%	30/09/2022	RDCSG Chair	While previously in CROS in 2019 62% of respondents indicated to have never heard of Concordat, in the recent CEDARS this was reduced to 38% (i.e., 24% improvement, UK sector = 54%). Several workshops and engagements following the CEDARS were arranged, as well as Faculty-specific events. The internal RCD Website has been moved under IET's faculty page. In that new webpage, Concordat related information are also put up there, even though it does not allow us to see its analytics data. Newletters haven't been published due to resource constraints. Following conversations with RES we now aim to use our Concordat section on our external Research website	Ongoing priority

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ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	This again plays to the strengths of the misson of the OU. Other measures are taken outside the scope of the RCD, while not always targeting researchers specifically, however still affecting them directly. Such examples are: the Research Integrity Concordat Action Plan, policies for inclusive recruitment, Athena SWAN Action Plan including training, the appointment of a new Prof/Dean for Equality, Diversity Inclusion started in December 2020 and the Race Equality Charter. Also, the OU's REF2021 code of practice was approved by Research England and found suitable and equitable for the OU's participation in the REF2021 and aligned with RDC principles. PVC-RES is championing a new initiative to extend the contracts of those research-only staff whose contracts expire while on maternity leave. A project is in place to review all OU staff policies and to ensure that they all contain suitable reference to EDI. OU People Services meet regularly with research policy 'owners' to ensure alignment and awareness. The activities under this category (ECI2-ECI6) will continue to be monitored by Concordat Steering Groups. No additional initiatives are planned by RDCSG at this time with the exception of ECI1 and ECI4.		Ongoing	Dean EDI, People Business Partner; People Services, Head of Research Strategy and Goverance	CEDARS indicate that the OU is committed to equality and diversity (88% vs 77% UK), while 76% trust that staff are treated fairly irrespective of any protected characteristics (65% UK)	
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	Other new and existing policies are implemented at the OU. For example, Safe Space reporting is being developed to allow staff to report issues confidentially, a range of training and support programmes, Mental Health First Aiders. The OU arranges all staff workloads via Academic Workload Management (AWM), whereby staff record their workload, which is discussed on a yearly basis with their line manager, with special consideration to gender as suggested by Athena SWAN. A range of policies and practices are in place for tackling bullying and harassment, and appropriate support for reporting these issues and a variety of staff networks exist for staff to join and gain peer support/information/advice per gender, ethnic groups, disabilities, nationalities and caring responsibilities.		Ongoing	People Business Partner; People Services	Institutional Athena Swan 2020 data indicate that the OU provides good support for mental health and well being (see report here). CEDARS indicate 85% of OU researchers have good level of job satisfaction (74% UK), 79% indicate that the OU actively promotes the importance of good mental health (70% UK), while 81% take positive action to maintain mental health and wellbeing (70% UK)	
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** by RDCSG. In line with Action 2 Stakeholders perspectives and Action 4 Online training line managers we aim to: 1) Implement three workshops in 2022 to consult line managers about respective training needs and good practice (December 2022); 2) Pilot together with RCD team EDI training for line managers (April 2023); 3) Implement training for a minimum of 10 line managers (September 2023). Other EDI efforts on an institutional level are carried such as the Equality Essentials training being now mandatory for all staff, and Unconscious Bias and Recruitment Selection and Interviewing Training are also compulsory for interview panel members when recruiting researchers.	Improved awareness and training of line managers of researchers. 1) Attendance records and evaluation results (i.e., OU benchmark 85% satisfied) ; 2) Successful pilot implementation for at least 5 line managers; 3) Successful implementation training for at least 10 line managers.	30/09/2023	RDCSG Chair	As indicated by CEDARS results, researchers are in general very positive about their respective line manager, whereby 91% receive constructive feedback, 89% support their research identity, and regular career development reviews (60%, + 20%). At the institutional level, there are support provisions in place for line managers about Management Practices, Difficult conversations etc. Two new RCD training have been added: "Supporting your Research Staff with their Career Development" and "EDI workshop series" As indicated in the forward plan more action is needed on this point	Carried forward

ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	The OU has a Research Integrity Framework that is mapped against the UK Research Integrity Concordat. The Framework includes policies and guidance that cover the whole range of research governance, research integrity and ethics. There is a 'one-stop-shop' for all research policies on the OU website and is linked to from Faculty web pages. Research Integrity is a key element of the induction programme for all new members of academic staff, research staff and research students and implementation of the Framework within Faculties is monitored annually as part of the OU's reporting on compliance with the UK Research Integrity Concordat. In addition, the RCD unit provides regular training on various aspects of research integrity, including ethics, research data management, broader research conduct, and relevant aspects within the Research Degree Supervision training provisions. At the institutional level, other training on research integrity and ethics is provided through the library.		Ongoing	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	The OU recently consulted with research staff on the development of a new research strategy, including on the identification of research challenges that the OU should focus on and on the environment for research at the OU.	(Re) introduction of CEDARS in 2022	Ongoing	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
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	N/A	N/A	N/A	N/A	N/A	N/A
Managers of researchers must:							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	See also ECI3 and ECI4. For example, Equality Essentials training is mandated in 2020. In addition, the RCD team will maintain and update internal and external resources and training provisions in EDI topics through the RCD programme, on how to support staff in light of the pandemic, on EDI self-organizing groups, and on ethnic minorities staff networks. The activities under this category (ECM1-ECM5) will continue to be monitored by Concordat Steering Groups. No additional initiatives in ECM1-ECM5 are planned by RDCSG at this time.		Ongoing	Dean EDI		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	See also ECI5. This is embedded in the implementation of the OU Research Integrity Framework and reported on annually. In addition, the RCD team update and maintain research ethics and integrity workshops and clinics to ensure they are in line with best practice.		Ongoing	Head of Research Strategy and Goverance		

ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	See also ECI3. On the institutional level, induction sessions for newcomers on healthy working, health & safety, Prevent, reporting on incidents of discrimination, and bullying are mandated. Also, the OU rolled out in 2021 the Health and wellbeing guide for managers. All staff have access to a freely available, externally provided, confidential staff assistance programme.		Ongoing	People Business Partner; People Services; Dean EDI	CEDARS indicate that 85% have a manager promotes a good work life balance (UK 77%). Athena Swan and yearly OU staff surveys indicate in general that the OU is providing a healthy working environment.	
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	See also ECI3 and ECI4. The OU supports flexible working arrangements for all staff and has an agile working policy in place that allows all staff to request flexible working. Agile working has been further and more broadly embedded in the OU by the OU Recovery Group in light of the COVID-19 pandemic. Under Athena Swan there is greater visibility and encouragement for job sharing to enable women in senior roles.		Ongoing	People Business Partner; People Services		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG. Any new or updated instiutional research policies are subject to consultation through the OU staff networks. Where apropriate, specific focus groups including research staff are convened. For example, a workshop targetted at ECRs was run as part of conultation on the OU's REF 2021 Code of Practice. A member of research staff and an ECR were included in the membershoip pof the OU's REF 2021 steering group and also have representation on the OU Research Committee.		Ongoing	Head of Research Strategy and Goverance		
Researchers must:							
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	See also ECI2, ECM3, and ECR4. At the institutional level, the OU holds policies for developing staff and managing and mainstreaming EDI. Research and Enterprise Services (RES) provides a wide range of services to researchers and students, the OU Research Excellence Awards recognise outstanding research and celebrate achievement within the OU research environment, including in the category of ECR. The OU also maintains mentoring and coaching schemes. The activities under this category (ECR1-ECR5) will continue to be monitored by Concordat Steering Groups. No additional initiatives by RDCSG at this time.		Ongoing	Dean EDI	CEDARS indicate that the OU does much significantly better in terms of EDI. For example, 74% trust that the OU will investigate any reported incident of discrimination fairly (UK 65%), and 71% Feel comfortable reporting incidents of discrimination (UK 65%). 5% felt personally felt discriminated against whilst at work (UK 13%).	
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	See also ECI5. At the institutional level, the OU mandates Equality Essentials training, and routinely conduct an Equality Analysis of policies.		Ongoing	Dean EDI, Executive Deans	Note that relative to the sector the OU attract significantly more BAME researchers (29% vs 15%), and substantially more researchers have indicated a disability or health condition (34% vs 20%)	
ECR3	Take positive action towards maintaining their wellbeing and mental health	See also ECI3 and ECM3. At the institutional level, there is a confidential helpline is available 24 hours a day, 7 days a week and there are a variety of resources to support staffs' wellbeing, including fact sheets, links to external sites, and online courses.		Ongoing	People Business Partner; People Services	CEDARS indicate that 85% have a good level of job satisfaction (UK 74%), 84% feel included in immediate research environment (UK 72%), 82% feel valued (UK 68%), and 71% indicate to have working environment supports their mental health and well-being (58%). This is also confirmed in our Athena Swan and yearly OU staff surveys	

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ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	See also ECI3 and ECM3. Continue to monitor at Concordat Steering Groups. No additional initiatives planned by RDCSG at this time. At an institutional level there are a range of policies and support mechanisms in place.		Ongoing	People Business Partner; People Services	Building on ECR1, 2% reported any incidents of discrimination (UK 5%).	
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	See also ECM5. From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG. The OU recently consulted with research staff on the development of a new research strategy, including on the identification of research challenges that the OU should focus on and on the environment for research at the OU.		Ongoing	Head of Research Strategy and Goverance		
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	At the institutional level, a 'Resourcing Hub' (an online intranet resource bank for managers who are recruiting staff), managers are supported through the recruitment process by dedicated unit specific, HR professionals to ensure the processes follow fair and inclusive practices, there are institution-wide policies for recruitment, that are standardised and published in a 9 step guide for managers on the Intranet, there are training for managers on Recruitment, Selection and Interviewing, and on Understanding Unconscious Bias. In addition, the OU has signed the San Francisco Declaration of Research Assessment (DORA), which advocates that Universities assess research careers and career advancement opportunities and recruitment holistically and that the OU ceases to use Journal Impact Factors as a means of allocating career advancement opportunities. The activities under this category (EI1-EI7) will continue to be monitored by Concordat Steering Groups. No additional initiatives by RDCSG at this time with the exception of EI4, EI6, and EI7.		Ongoing	Head of People Hub, People Services	CEDARS indicate that the OU results are comparable to the UK sector	
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	See also ECM3. At the institutional level, inductions are centrally organised, and Faculties/Schools/line managers have responsibility for tailoring induction to Unit specific processes. For example, the OU Welcome Experience Toolkit for People Managers, The OU provides an Induction checklist for all managers covering OU policies and setting out expectations. A new fully online PGCAP started at September 2021, whereby new OU academic staff can participate. Research Integrity is a key element of the induction programme for all new members of academic staff, research staff and research students. Incorporation of RI within Faculty inductions is monitored annually as part of the OU's reporting on compliance with the UK Research Integrity Concordat.		Ongoing	People Business Partner; People Services	CEDARS indicate the OU does significantly better than UK sector with only 6% not receiving induction (UK 18%)	
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	At the institutional level, there is a Faculty-level support for the preparation of promotion cases, which includes EDI scrutiny and good practice at all stages of the promotions process. The promotions applications process also includes a 'personal circumstances' section, which takes account of a range of factors, including caring circumstances during COVID which can negatively affect women's careers. Also see EI1 above.		Ongoing	Head of Reward, Insight and Inclusion, People Services.	CEDARS indicate the OU does significantly better than UK sector with 51% agree with equitable opportunities for career progression (UK 35%), and 42% indicate that promotions are based on merit (UK 31%)	

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EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	See also ECI4. From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively high priority** at RDCSG. At the institutional level, there are support provisions in place to line managers about Management Practices, Difficult conversations etc. In addition, aspects of Research Project Management and/ or commercialisation are taught in RES, such as IP and commercialisation/patenting.	See ECI4	31/12/2023	People Business Partner; People Services	See ECI4	Carried forward
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	At the institutional level, the OU has recently done an extensive review of the OU academic promotion processes by Prof Sally Jordan.		Ongoing	People Business Partner; People Services		
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	See also EI3 and EI5. From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively high priority** at RDCSG. In line with Action 5 Job security, we aim to: 1) Develop an institutional Resourcing Plan that aims to balance FTC and open ended contracts appropriately, given funding constraints and in alignment with the Research Plan. 2) Review success on approximately six monthly basis and identify any additional actions required.	Continue to improve job security of researchers in line with reported progress in 8 year HREiR. 1) Continue to monitor researchers on FTCs;	30/04/2023	Head of Business Partners, People Services	Quarterly data about researcher numbers on FTCs have been monitored regularly by People Services. Latest quarterly update has been shared with the RDCSG in February 2023, which shows the number of permanent Research Staff had remained fairly stable at an average of 48 (i.e., 68%) for the past 4 quarters. There are 9 Research staff that have been on a FTC for more than four years, a decrease from 12 in the previous quarter (2.5%pts decrease). From the previous quarter three staff on a 4+ Year FTC were made permanent.	Ongoing priority
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively high priority** at RDCSG. In line with Action 6 Representation and Action 7/8 Communication, we aim to 1) Establish self-organising community of researchers (and managers), facilitated by one of representatives of RDCSG (September 2022); See ECM5 above.	Improve visibility and representation of researchers. 1) Establishment of self-organising Researchers Community; 2) Quarterly attendance data to Researchers Community; 3) Representation at formal OU Research Committees improvement;	31/12/2023	People Services, Head of Research Strategy and Goverance	Research staff representatives are on the OU Research Committee (2), RDCSG (4), and on the OU Steering Group for REF 2021 (2).Faculty Academic Committees Research (ADR, Directors of research, One member of research staff from each school/cognate area within the Faculty, appointed by the Head of School. Given the relative small size of the researcher community (150 out of +/- 7000 OU staff), a balance on committees is needed about getting appropriate representation, expertise in order to fulfil the purpose of the committee, but making sure it is not too big to get the job done.	Ongoing priority
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	N/A
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	N/A	N/A	N/A	N/A	N/A	N/A
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	N/A	N/A	N/A	N/A	N/A	N/A
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	N/A	N/A	N/A	N/A	N/A	N/A
Managers of							

EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	See also EI4. No additional initiatives planned by RDCSG at this time. At the institutional level, the OU has a suite of training available specific to people managers, including managers of researchers. There are a number of self-directed, online training resources, covering areas such as Agreeing Objectives; Developing your People; Managing Stress and Conflict; Motivating Individuals; Carrying out CDSAs (annual career development plan discussions) and Supporting Your Team's Wellbeing. The activities under this category (EM1-EM5) will continue to be monitored by Concordat Steering Groups. No additional initiatives by RDCSG at this time with the exception of EM4.		Ongoing	Head of Organisational Learning		
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	See also EM1.		Ongoing	Line Managers and People Services Business Partners		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	See also EI3, EI5 and EI6. Training in relation to recruitment, promotion and reward of researchers, as well as a good practice guide are available to their managers Also, training is to be developed and included in RSI training to supplement good practice guide. The OU is a signatory to DORA and committed to the responsible use of research metrics. We are ensuring the DORA principles are reflected in both recruitment and promotion practices at the OU.		Ongoing	People Services Business Partners/Head of EDI		
EM4	Actively engage in regular constructive performance management with their researchers	From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively medium priority** at RDCSG. See ECI4. At the institutional level, annual Career Development and appraisal meeting are held by line managers, as well as probation reviews. Mentors are allocated during probation. Regular 1:1 conversations with allocated line managers and/or Research Supervisor, ideally all year round with a minimum of 4 (i.e., one per quarter). To create a system for recording & monitoring when regular conversations are held.	Yr 1 - Scope out plan, devise method, put structure in place, set objectives: Yr 2 - Ensure process is working and regular 1:1's are in place. Yr 3 - Evaluate method, structure, objectives and overall outcomes.	31/12/2024	Line Managers and People Services Business Partners	People Services data indicate that a majority of researchers have had a CDSA in the last 24 months. The CEDARS results indicated that 67% (UK 72%) participated in appraisal. 28% of participants were at the start of their FTC and hence had not started an appraisal. 83% (UK 65%) of those who completed an appraisal found it useful, indicating above par performance	Ongoing priority
EM5	Engage with opportunities to contribute to relevant policy development within their institution	See ECM5 and EI7 above.		Ongoing	Head of Research Strategy and Goverance		
Researchers							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	See also EI2 and EM1. At the institutional level, researchers are given access to all mandatory induction training (e.g., Research Integrity training) and to information around research data management and funders' criteria. Faculties are responsible for inducting new academics into specific research processes. The activities under this category (ER1-ER4) will continue to be monitored by Concordat Steering Groups. No additional initiatives by RDCSG at this time with the exception of ER4.		Ongoing	Line Managers/Senior Manager Researcher Career Development		
ER2	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.		Ongoing	Chair RDCSG; Researchers		
ER3	Positively engage with performance management discussions and reviews with their managers	See EI5, EM3 and EM4 about CDSA sessions, Research Project reviews/health checks and Probation reviews. From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG.		Ongoing	People Business Partner; People Services		

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ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively medium priority** at RDCSG. Research staff representatives are on the OU Research Committee and were also on the OU Steering Group for REF 2021. In line with *Action 6 Representation* and building on EI7, 1) Ensure that researchers are represented on relevant OU governance committees (December 2023); 2) Demonstrable participation as stakeholders in the committee structure valued and audited within the promotions processes as experience of academic citizenship, leadership or administration, but not made mandatory (April 2024).	1) Increase response rate for CEDARS survey by 10%; 2) % representation of researchers on relevant OU governance committees improves over time; 3) recognition of value of participantion in OU governance as part of CDSA appraisal (April 2024).	30/04/2024	Line Managers and and Exec Deans/OU Governance office - Assistant Director Governance	1) CEDARS response rate (54%) has been increased compared to previous years (+40% relative to CROS) and it is also higher than rest of the sector. 2) See EI7 progress update for details of committee figures. 3) 62% of respondents indicated to be interested in institutional policy and decision making	Ongoing priority
Professional Institutions							
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	See also ECI2 and ECI5. From OU Gap Analysis this was identified as partially complete. This was rated as a relatively **high priority** at RDCSG. In line with Action 1 PD recording system, together with appropriate stakeholders we aim to 1) Investigate an appropriate mechanism, process, and procedure to use/alter/repurpose a system (e.g., AWM, Career Development and Staff Appraisal (CDSA), Core System Replacement, Success Factors, MyLearningCentre) that allows researchers, line managers, and the OU to record, monitor, and evaluate professional development time (April 2023); 2) Pilot test recording mechanism (September 2023); 3) Implement recording mechanism across the OU (September 2024)	Develop an appropriate recording and support approach for Professional Development. 1) Appropriate approach identified; 2) Successful Pilot test implementation; 3) Successful implementation of approach with minimum of 50% of researchers	30/09/2024	Senior Manager Research Career Development and Chair RDCSG	Due to various staff shortages and organisational changes this activity is delayed with one year. 1) Align with OU Research Plan/Next Generation stream to investigate an appropriate mechanism to to record, monitor, and evaluate professional development time (April 2024); 2) Pilot test recording mechanism (September 2024); 3) Implement recording mechanism across the OU (September 2025)	Ongoing priority
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	See ECR1 and EI5. The activities under this category (PCD2-PCD5) will continue to be monitored by Concordat Steering Groups. No additional initiatives by RDCSG at this time with the exception of ER4.		Ongoing	Head of Institutional Learning		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	The OU provides extensive careers service support. In addition to faculties' own training, for example the RCD team provides training on employability and career development (e.g., Applications & Selection for Academic Jobs: CVs, Cover Letters, Interviews, beyond academia).		Ongoing	Senior Manager Research Career Development and Chair RDCSG		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	See also EI4 and PCDI1. From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively high priority** at RDCSG. Developing the next generation of OU researchers is a key activity of the OU's new Research Plan and the OU is providing training opportunities, such as leading research projects provided by RES.	See PCDI1. In addition, 1) Monitor CEDARS survey and 10% increase on relevant PD questions by 2024	31/12/2024	Faculty Associate Directors Research	OU researchers were significantly more recognised and valued for their contributions (17% strongly agree and 57% agree vs. 11% and 42% UK) but have substantially different roles than the wider sector (i.e., primarily focussed on research tasks). The Next Generation part of the OU Research Plan provides a launch platform to strengthen their research identity and broader leadership.	Ongoing priority
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			Ongoing	Faculty Associate Directors Research		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively low priority at RDCSG.	See PCDI1	Ongoing	People Services Business Partners		
Funders must:							

PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	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
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	N/A	N/A	N/A	N/A	N/A	N/A
Managers of							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	See also EI5. Continue to monitor at Concordat Steering Groups. No additional initiatives planned by RDCSG at this time. The OU mandates annual CDSA meetings, and agreed time for development in the AWM process.		Ongoing	Line Manager/People Services Business Partner		
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	See also PCDI3, PCDM4 PCDM5 and EM4. From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively medium priority** at RDCSG. In addition to the wide training provisions supporting career development (in and beyond academia), a new mentoring system is being developed in T&D to ensure every staff member has access to a member if they want it, as well as access provided to a coaching service, and online courses in mentoring on the OU's virtual learning centre.	See PCDM4 and PCDM5	31/09/2023	Line Managers/Senior Manager Researcher Career Development	See PCDM4 and PCDM5	Ongoing priority
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	From OU Gap Analysis this was identified as partially complete. This was rated as a relatively **medium priority** at RDCSG. See PCDI1.	See PCDI1	31/09/2023	Associate Deans Research	See PCDI1	Ongoing priority
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	See also PCDM3. From OU Gap Analysis this was identified as partially complete. This was rated as a relatively **high priority** at RDCSG. Building on EI7 and PCDI1, we aim to 1) Create support plan for researchers to develop their own funding opportunities (December 2022); 2) Explore the feasibility of a Academic Professional Apprenticeship by Vitae (April 2023). In addition, The PGCAP as described in EI2 could provide a route for credit and recognition for professional development.	1) Improved CEDARS scores in terms of PD opportunities	31/04/2023	Line Manager/Associate Deans Research	See PCDI1 The PGCAP as described in EI2 could provide a route for credit and recognition for professional development. Furthermore, with the Next Generation part of the OU Research Plan new training opportunities will be developed.	Ongoing priority
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	See also PCDM4. From OU Gap Analysis this was identified as partially complete. This was rated as a relatively **medium priority** at RDCSG. Building on PCDM4, we aim to 1) Develop management and leadership training plan related to academic progression, management and leadership (e.g., writing for publications, co-authorship, and bidding pipeline) (December 2022); 2) Establish coherent and integrated plan for shadowing and mentoring programs (April 2023); 3) Provide a range of opportunities for co-leadership roles at lower managerial levels within Faculty (September 2023)	1) Improved CEDARS scores in terms of personal effectiveness and PD opportunities.	31/09/2023	Line Manager/Head of Organisational Learning	1) Develop management and leadership training plan related to academic progression, management and leadership (e.g., writing for publications, co-authorship, and bidding pipeline) (December 2023); 2) Establish coherent and integrated plan for shadowing and mentoring programs (April 2024); 3) Provide a range of opportunities for co-leadership roles at lower managerial levels within Faculty (September 2024)	Ongoing priority
Researchers							

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	See ER4 and PCDI1 and PCDM3. From OU Gap Analysis this was identified as partially complete. This was rated as a **relatively high priority** at RDCSG. Most Faculties within the OU already provide substantial support to their researchers, in addition to the pan-OU training by RCD and People Services. Complemented by appraisal reviews, managers of researchers should support them in self-directing their careers.	See ER4 and PCDI1	31/09/2023	Researchers	See ER4 and PCDI1. According to CEDARS 52% have a CPD plan (UK 35%), 68% have time to develop their research identity (58% UK)	See ER4 and PCDI1
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. The activities under this category (PCDR2-PCDR6) will continue to be monitored by Concordat Steering Groups. No additional initiatives by RDCSG at this time.		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			Ongoing	Researchers	According to CEDARS 52% have a CPD plan (UK 35%), 68% have time to develop their research identity (58% UK)	
PCDR4	Positively engage in career development reviews with their managers	See also ER3. The OU ensures appraisal and review sessions will be carried out annually by research managers.		Ongoing	Researchers/People Services Business Partners		
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See PCDI4, PCDR3, PCDM4 and PCDM5. From OU Gap Analysis this was identified as partially complete. This was rated as a relatively **medium priority** at RDCSG. See PCDM4 and PCDM5	See PCDM4 and PCDM5	31/09/2023	Researchers	See PCDM4 and PCDM5. 68% of CEDARS respondents indicated to have time for developing their research identity, and 71% want to participate in leadership training.	See PCDM4 and PCDM5
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. Continue to monitor at Concordat Steering Groups. At the institutional level, the OU supports researchers through Knowledge Exchange (KE) opportunities for funding and commercialisation of proof of concept projects. In addition the OU provides continued provision of annual training programme of workshops (e.g., IP, Partnerships, Knowledge Exchange, Commercialisation, and policy impact).		Ongoing	Researchers/Head of Research and Enterprise		
	* 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.						