

HREiR Action plan template for institutions 2022 - 2025

Details

Institution name:	University of York
Cohort number:	1
Date of submission:	23 September 2022
Institutional context:	<p>York's comprehensive action plan has been co-created through:</p> <ul style="list-style-type: none"> - Creation of Concordat action plans by all academic Departments/Schools signed off by Chairs of Research Committee - Collation of examples of researcher-led ECR/Postdoc forums -Analysis of the staff survey results 2022 and Athena Swan/Race Charter initiatives -Consultation, review and sign off of by the Concordat Implementation Group (CIG)

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

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	Approx 800 and 100 Research Fellows	All are included in the Concordat at York
Postgraduate researchers	2500	The York Graduate Research School (YGRS) serves approx 2500 PGRs. Alignment with the principles of the Concordat as they relate to PGRs is achieved through the newly formed PGR Experience Committee, the YGRS vision and implementation plan and through York's approach to research culture. The Dean of the YGRS is a member of the University's Research Culture Working Group and sits on all the YGRS committees and reports to the University's Research Committee. PGRs <u>are not</u> routinely included in the HREiR reporting.
Research and teaching staff	978	Of whom PIs/line managers are included in the Concordat
Teaching-only staff	537	Of whom a small proportion are included if they have supervisory responsibility
Technicians	268	Not included in the RD Concordat

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Clinicians	No available data	Not included in the RD Concordat
Professional support staff	1082	Of whom a proportion are involved in supporting the implementation of the RD Concordat (see legend at the end of the document)
Other (provide numbers and details): Operations and facilities	439	Not included in the RD Concordat

Complete for submission							To be completed only when reporting on action plan			
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	Ensure all relevant staff are aware of the Concordat.	The monthly research staff newsletter details the latest Concordat related activity. ii. Annual researcher festival to include a session an introductory/on-boarding session for new and existing ECRs and will raise awareness of the Concordat, policies and entitlements. iii. All Departments/schools to raise awareness of their Dept specific Concordat Action Plans and institutional commitments. iv. Increased the number of Postdoc/ECR forum	No	July 2023	BRIC Team and Departmental Deans of Research Committee/Concordat reps.	Researchers will i. have an understanding of what the Concordat commitment means to them ii. Evidenced through participation ii. Annual progress updates from Departments on their action plans iv. Increase from 18 early career/postdoc		i. Monthly research staff newsletter highlights Concordat activity and opportunities to input. ii. The researcher festival ran until 2024 and included an awareness session. This event has been replaced by the Celebrating Spaces :	The newsletter goes to 950 named contacts including all research-only staff, and is also distributed more widely to research enablers, technicians, and academic staff. Communications about the Concordat through this mechanism therefore have a wide reach. The wide readership of the newsletter is an important step towards wider awareness of the Concordat, which will be expanded upon in the 26-29 action plan.	No further action - this action was achieved and newsletter, events and departmental postdoc societies widely promote the Concordat, but feedback shows a large group of researchers and line managers are not fully aware of their rights and responsibilities under the Concordat. New routes to raising awareness of the Concordat will be pursued in the new action plan.

						societies to 20 (two-thirds of all Departments) creating an overarching network across all disciplines to facilitate communication, shared experience to drive the implementation of the Concordat.		Connecting Researchers event focused on research-only staff, and the info from this session incorporated into the ECR info hub. iii.Depts discuss Concordat locally. iv. We have seen an increase in ECR fora.	To manage the more limited capacity of departments following staffing reductions, we no longer require departments to provide annual reporting on the Concordat, but instead ask departments to reflect during an Annual Research Review, and to create a departmental research culture action plan which includes consideration of support for ECRs and line managers. We now have 19 postdoc societies, but within a pool of a smaller number of departments following mergers, so this now covers 70% of departments. We also have a new cross-institution forum, the York Research Staff Forum, which brings together the departmental groups and is open to all research staff.	
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	The research staff webpages will be revised to ensure visibility and reiterated as part of the Researcher Festival face to face induction style sessions. All York's policies are designed along EDI principles. This includes the Dignity at Work and support, health and wellbeing policies.	Yes	July 2023	BRIC team supported by HR	New Researchers will receive information about their entitlements as part of a welcome pack and have an opportunity to ask questions at the Researcher Festival session.		The information pack has been expanded into two comprehensive online resources, the ECR Hub and the Research Staff Induction. Both are being finalised and tested with intended audiences, for full launch in early 2026.	None seen yet - still to be launched	Outcome ongoing - to be measured via questions on induction in future research culture survey.

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. The Concordat will become an enabler of the institution-wide approach to developing a positive research culture as illustrated by the revised webpages. Researchers and PIs/line managers will be invited to take part in research culture cafes and to shape and influence the research culture action plan.</p> <p>ii. The Research Staff Liaison Officers are members of the University's Research Culture Working Group and will work with research staff forums in Depts/Schools to ensure engagement and report to the group.</p> <p>iii. All Departments and new Schools with 10+ early career researchers will be encouraged, via shared practice events at the Researcher Festival, to develop a dedicated research staff//Postdoc forum to enable discussions and raise awareness of early career research issues</p>	Yes	July 2023	<p>Research Culture Coordinator and Research Culture Working Group (chaired by the PVC Research who also Chairs the CIG)</p> <p>ii. & iii. RSLOs and BRIC</p>	<p>Researchers and PI/line managers will be actively involved in discussions about the principles of the Concordat as part of wider discussions about research culture and feed into the creation of the RC action plan and institutional C&C work.</p> <p>ii & iii. Increase from 18 early career/postdoc societies to 20 (two-thirds of all Departments) creating an overarching network across all disciplines to facilitate communication, shared experience to drive the implementation of the Concordat.</p>		<p>i. Researchers and line managers were consulted about their experience of and ideas around developing our institutional research culture through a series of culture cafes, two of which were exclusively for research-only staff, and suggestions and priorities were fed directly into the Research Culture Action Plan.</p> <p>ii.&iii. See EC1 above - increased to 19, but this is more than the 2/3rds target following mergers into Schools.</p>	<p>i. Feedback was incorporated into the Research Culture Action Plan (ReCAP) reflecting researchers' views and challenges.</p> <p>ii. & iii. RSLOs seek the views of ECRs through regular contact with departmental early career societies. More ECRs now have access to a departmental forum.</p>	<p>No further action - research staff feedback incorporated into the ReCAP and RSLOs are well established. We continue to recruit and train RSLOs to provide a connection with departmental fora and to represent researcher views, and they continue to work with departments who do not have an ECR forum to support them to establish one.</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. As part of the University's work on Research Culture researchers will be invited to take part in RC Cafes, including some sessions for ECRs only, enabling the creation of a safe space in which to share their concerns with a group of their peers. ii. This will enable all ECRs to be actively involved with the development of the RC action plan. iii.</p>	Yes	<p>i. April 2023 ii. July 2023</p>	<p>Research Culture Coordinator and Research Culture Working Group (chaired by the PVC Research who also Chairs the CIG)</p>	<p>i. Facilitation of ECR specific Research Culture Cafes. ii. Specific reference to ECRs in the RC Action Plan iii. Increase of 20% in ECRs trained as mentors and engaging in staff mentoring and coaching</p>		<p>i. 2 ECR-specific cafe events took place in February 2023.</p> <p>ii. The ReCAP features a number of actions specifically related to ECRs, including</p>	<p>The views of researchers are embedded in the ReCAP, and it addresses the specific research culture challenges for ECRs.</p> <p>63 ECRs have been trained as mentors, and 75+ (data incomplete for some participants) have participated as mentees in mentoring and coaching.</p>	<p>No further action. Research culture consultation for the creation of an action plan has now ended, but as a living document, the input of researchers via the Research Culture Working Group (and in future via the York Research Staff Forum) will enable it to be appropriately updated and monitored to</p>

		<p>Researchers will continue to be encouraged to participate in mentoring as both a mentor and mentee to develop their experience in supporting the professional development of others.</p>						<p>actions around destigmatising careers outside academia for ECRs by creating guidance for line managers on having career conversations, and research into the use of short term contracts for research staff.</p> <p>iii. 63 research-only staff have been trained as mentors in total during the action plan period. Data was not kept prior to 2022 so it is not possible to measure whether this is an increase.</p>	<p>In addition, the Enhancing Research Culture Workshop series team has organised 20 workshops, providing a platform for discussing research culture challenges across York, the UK and beyond. Featuring 73 speakers from various sectors, the series has reached 650 participants across 39 departments/centres and all three faculties. The series showcases how to promote a healthy working environment and encourages researchers to recognise their role in creating a positive research environment and culture.</p>	<p>ensure positive impact on the research-only staff community. Mentoring schemes continue with opportunities for both being a mentor and a mentee for ECRs..</p>
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										

ECI3	<p>Promote good mental health and wellbeing through the effective management of workloads and people.</p>	<p>Flexible working surveys to be reviewed. Further promote The Health and Wellbeing webpages and Mental Health First Contact network (trained staff who act as a first point of contact for researchers and staff). This will be achieved through the research staff newsletter, social media and the researcher festival and welcome letters to new researches.</p> <p>Good practice:</p> <p>Several departments already have, or are planning to have EDI and LGTBQ 'champion'/rep roles on EDI committees. (Psychology are also part of White Rose Inclusiveness in Psychology (WRIP working group).</p>	No	July 2023	HR	<p>A pulse survey on the impact of remote working looking at Heath and Wellbeing Environment will be undertaken in Autumn 2022. Promotion of resources through multiple channels (on campus screens, VC address and staff digest newsletter). *It is not possible to directly measure the impact of this intervention vis a vis other factors such as personal circumstance and need to access the services.</p>		<p>Health and Wellbeing and mental health first aiders are promoted through newsletters for research staff, Staff Digest, social media and researcher festival.</p> <p>A Workload Management Joint Working Group was established to respond to concerns about excessive workload in the 2022 institutional staff survey. A representative sits on the group to promote the voice of research staff, and a "Changing the Work" strategy was introduced to reduce workload burden.</p>	<p>A number of health and wellbeing surveys have taken place, but it is hard to measure the impact of specific interventions. However, via thorough communication across multiple channels, we have made sure that our research staff community has access to all the available information about support, contacts and new initiatives in this area.</p>	<p>The outcome is ongoing in that surveying of health and wellbeing, and communication of resources and support is ongoing, but this specific action is not carried forward to the new action plan.</p>
ECI4	<p>Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.</p>	<p>A new 'Creating a Thriving Workplace: Health and Wellbeing Plan' will be created</p> <p>New Disability awareness module (2022) promoted and completed by managers.</p>	No	July 2025	HR	<p>Measured through the staff survey. For example, an increase in % of researchers reporting high levels of support / confidence in how managers deal with incidents</p> <p>75% of researcher line managers complete Disability</p>		<p>It was intended that the original Health and Wellbeing Plan 2019-22 would be followed up with a similar report, but instead, a new online hub of resources for staff on</p>	<p>80% of staff on research-only contracts said they were aware of the health, safety and wellbeing support in the University in the most recent survey in October 2025 (184 responses), and 75% said they felt comfortable raising concerns about their health, safety and wellbeing with their managers.</p>	<p>No further action - action achieved via creation of health and wellbeing plan/online resources, and introduction of Disability Awareness module.</p>

						Awareness module by 2023		Support, health and wellbeing (and a related resource for students) was created to keep the latest advice and guidance live and up to date. A new Disability Awareness module was made mandatory for all staff.	1,767 academic staff including line managers of researchers have completed the Disability Awareness module since it was launched, as well as 543 researchers on research-only contracts.	
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	As above	No	July 2025	HR/E&D team	Measured through the staff survey. For example, an increase in % of researchers reporting high levels of support / confidence in how managers deal with incidents? 75% of researcher line managers complete Disability Awareness		See above	See above	No further action.
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Promote the University's revised flexible working and extended parental leave provisions (currently being finalised). Remote working policy review (Sep 2022) identifies areas for improving informal flexible working arrangements	No	2023	HR	75% of researchers feeling supported by their line managers in flexible working arrangements		The flexible working policy was last updated in April 2024, and a new parental leave policy was launched on 1 August 2024 with expanded provisions, including the right to occupational	Research staff have significantly expanded parental leave provisions, and are aware of their rights to flexible working and leave. 99% of research staff said in a 2023 survey that their department enabled flexible working (171 responses).	Action achieved, no further action. A new action in the 26-29 plan will include signposting to HR policies affecting researchers to be included in Research Line Managers Toolkit in future, extending the impact of this earlier work.

								maternity pay immediately from the start of their employment. These policy changes were communicated widely, including to research staff and their managers.		
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	As per ECI3 there will be extensive promotion of the The Health and Wellbeing webpages and Mental Health First Contact network . Voluntary work has been proven to support good mental health. Recognising this and the value gained in leadership, empathy and active listening researchers will be strongly encouraged to train as mentors for the award winning PGR mentoring scheme . ECRs wishing to undertake voluntary work for external agencies as part of the community work can make use of the Volunteering Policy which provides up to 2 days payment for voluntary work.	No	October 2023	HR	Promotion through multiple channels (on campus screens, VC address and staff digest newsletter). *It is not possible to directly measure the impact of this intervention vis a vis other factors such as personal circumstance and need to access the services.		Promotion and signposting of resources and opportunities including paid volunteering allowance have been undertaken for research staff. There are now five sessions on mental health and wellbeing within the Researcher Development Programme including those focusing on stress, resilience and self-belief as a researcher.	Researchers are better aware of mental health support and opportunities through the resources on Support, health and wellbeing . Since the 2021/22 academic year, 398 researchers have attended sessions on mental health and wellbeing within the Researcher Development Programme. 91% of researchers found the various sessions to be useful or extremely useful, and 95% said their understanding of the topics had improved	Action achieved, no further action.
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.	Ensure all researchers are aware of the Dignity at Work and Study Policy (2020) which provides procedures and mechanisms to report and address incidents of harassment, bullying and hate incidents.	No	July 2024	HoDs / HoFOs with input from BRIC and HR/E&D team	The May 2022 Staff survey indicates >=75% of Researchers are aware of where to seek advice/support, how they can report and how the		The Dignity at Work and Study policies and procedures were updated in May 2025, providing clear routes	68% of research staff in the 2023 survey said they knew how to report bullying or harassment. Steps have been taken since then to make this information more visible and better communicated to	Ongoing impact - awaiting next survey to see whether the percentage of research staff aware of reporting routes has improved. The steps to achieve this action have been completed in that the

					<p>University responds to incidents.</p> <p>We will be replicating this survey in the next two years and we would aim to see 85%- 90% of researchers reporting high levels of support / confidence in how managers deal with incidents</p>		<p>for researchers to report incidents of bullying and harassment.</p> <p>Presentations on bullying and harassment have been delivered by the EDI team and contain signposting to Dignity contacts and staff support networks.</p> <p>The University of York co-sponsored the creation of a report by led by York academic Dr Anna Bull and the 1752 Group entitled Addressing harassment and sexual misconduct experienced by postgraduate researchers, and is working to embed the recommendations internally, including requiring departments to hold workshops to establish professional boundaries for PGRs and supervisors. A new Personal Relationships Policy was</p>	<p>research staff (has not since been assessed by survey to monitor if this has improved).</p>	<p>Dignity at Work and Study Policy and Dignity Contacts network has been promoted to researchers, but it will be included in the 26-29 plan to communicate this to managers. The embedding of the recommendations of the 1752 Group report are also ongoing, but do not transfer to the 26-29 action plan as they are focused on the PGR community. The Dignity policies/contacts will be further promoted to line managers in the Managers Toolkit.</p>
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								introduced in August 2025 which outlines clear ways to avoid abuse of power.		
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	<p>Increase in number of trained Dignity Contacts across the University, providing consistent signposting and advice to researchers in all Faculties.</p> <p>Ensure researchers aware of reporting routes and support available via departmental communications, Dignity Contacts, Equality Champions, Central Induction and/or new Researcher Induction portal/package</p>	No	July 2024	E&D team HoDs / HoFOs with support from BRIC and HR/E&D team	<p>Data from Dignity Contacts network indicates researchers no less likely to seek advice about reporting than other staff groups.</p> <p>The May 2022 Staff survey indicates >=75% of Researchers are aware of where to seek advice/support, how they can report and how the University responds to incidents.</p> <p>We will be replicating this survey in the next two years and we would aim to see 85%- 90% of researchers reporting high levels of support / confidence in how managers deal with incidents?</p>		Dignity contacts, staff who volunteer to act as first points of contact to listen to staff and student concerns about bullying and harassment, were established in 2022. Since then, 75 people have been trained to provide this role.	See above	No further action - reporting routes to be incorporated into Researcher Line Managers Toolkit to embed this further.
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.	<p>Recruit additional Equality Champions and Dignity Contacts to ensure these networks reflect composition of all staff roles, including researchers.</p> <p>Ensure Equality Champions and Dignity Contacts have up to date</p>	No	July 2023	E&D Team	<p>Equality Champions and Dignity contacts reflect UoY staff composition</p> <p>New Equality champions handbook published 2022. Champions provide ongoing feedback to</p>		<p>Equality champions are active across the University and supported in their role via training. In 2024, the requirement for Equality Champions in each department</p>	See above.	No further action - Equality Champions pool has increased and they have improved training and resources, more than 75% of researchers aware of advice/support/reporting.

		<p>information and feel supported to promote good practice and to provide appropriate advice and signposting to staff.</p> <p>Ensure researchers aware of reporting routes and support available via departmental communications, Dignity Contacts, Equality Champions, annual Researcher Conference, Central Induction and/or new Researcher Induction portal/package</p>			<p>HoDs, HoFOs, BRIC, HR/EDI Team</p>	<p>improve support materials.</p> <p>Dignity contacts trained and promoted to all departments and faculties.</p> <p>Staff survey indicates >=75% of Researchers are aware of where to seek advice/support, how they can report and how the University responds to incidents.</p>		<p>was increased from one to two, so the community has grown significantly during this time.</p>	<p>wellbeing with their managers.</p>	
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		<p>Completion of EDI training discussed as part of in annual PDR objectives</p> <p>Training requirements and opportunities discussed as part of new researcher induction package.</p> <p>Areas for further training and development identified via Equality Champions network / CIG</p>	No	July 2024	<p>HoDs /HoFOs</p> <p>BRIC with input from EDI Office / CIG</p>	<p>EDI-related session incorporated as standard part of annual researcher conference.</p> <p>Staff survey data as above</p> <p>Increase in researcher uptake of EDI training modules.</p>		<p>EDI sessions incorporated into the Researcher Festival included those led by researcher and staff-led networks for LGBTQIA+ and disabled staff (INCLUDE Network).</p> <p>EDI training modules have been updated and are compulsory for all staff.</p> <p>Revised guidance and procedures for equality impact</p>	<p>The majority of researchers and line managers have completed the mandatory EDI training including EDI induction, unconscious bias, and disability awareness and therefore have a general level of knowledge about EDI principles.</p> <p>The Valuing Voices equity and diversity in teams principle has been communicated to researchers through support for use in research project planning and via training sessions, raising awareness of the specific considerations for EDI in research team settings.</p>	<p>No further action - lots of progress has been made around EDI training and support for researcher line managers, with new compulsory modules, research initiatives and EIA support.</p>

[assessments](#) have been published, assisting managers to work in accordance with EDI principles and legislation.

The [EDI Research Centre](#) was launched in July 2024, a hub for innovative research focused on inclusivity, decolonisation and equity. The Centre has published a framework to advance EDI research practices including case studies to provide implementation guidance and generate additional EDI-focused research activity. Academic staff from the Vulnerability and Policing Futures Research Centre developed the [Anti-Racist Research Toolkit](#), encouraging researchers to prioritise collectivity and diversity in research

								designs, processes and outputs.		
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	<p>EDI-related training and policies continue to be highlighted in new staff induction checklists, Central Induction workshop and are added to new researcher induction package.</p> <p>Expectation communicated regularly within departments and development activities that all staff, including researchers, will adhere to EDI policies and principles.</p> <p>EDI overview session included in 2022 Researcher Conference</p> <p>Review EDI training uptake by researchers G6-8 and set targets for improving uptake</p>		2024	HoDs, HoFOs, BRIC, HR, EDI team			<p>EDI related training for researchers is signposted in the existing institutional and researcher inductions and will be updated in the revised online induction for research staff to include the Valuing Voices research team equity resources.</p>	<p>The majority of researchers and line managers have completed the mandatory EDI training including EDI induction, unconscious bias, and disability awareness and therefore have a general level of knowledge about EDI principles.</p>	No further action - action achieved.

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.	<p>i. The Statement on Research Performance Expectations (RPE) will be revised (see ER2) making clear the expectations on PIs to cascade relevant information to ECRs. ii. Integrity training will be reviewed iii. A user's guide for Research Integrity Code of Practice (RICoP) and promoted across the University. iv. Larger Departments such as Biology hold Ethics in Research workshops for ECRs.</p>	No	June 2023	Policy, Performance and Impact (PIP) team & BRIC Team	Metrics: number of views of the RICoP and evaluation of the RI training.	Enhanced RI resources will raise awareness of expectations and assist researchers and their managers in understanding their obligations, as well as the support available. Biology will gather feedback on the ethical challenges faced by researchers.	<p>The University's Code of Practice on Research Integrity was published in 2022 and revised in November 2025. A specific user's guide was not created, but instead the CoP has a "key elements"</p>	<p>The expectations around research integrity and academic conduct are communicated clearly, and research policies are now housed in a Research Policy Hub to make them more easily accessible. It is difficult to gauge the impact of the efforts to communicate the policies, but this is an ongoing process with continual reflection and adaptation by the teams responsible.</p>	<p>Ongoing - work is currently underway to map training and induction for researchers (including at a local departmental level) in relation to RI to ensure every opportunity is taken to ensure researchers are working at the expected standards. Revised Research Performance Expectations are currently in progress.</p>
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								section which outlines the most salient features of the policy.		
ECM3	Ensure managers report and address incidents of poor research integrity.	i. Review the Statement on Research Performance Expectations to ensure RI expectations are robust and include the steps manager's must follow take where an issue is identified. ii. Include new section on RI in the revised online researcher guidelines induction .	No	June 2023	i. PIP & ii. BRIC team	Consultation with ECRs and managers about RI and how this features in the revised RPE. ii. webhits on the revised induction guidelines.		Review of the statement on research performance expectations was put back to 2025, and is currently under way.	Policy changes relating to research integrity are communicated through appropriate channels such as Staff Digest and the research staff newsletter.	Ongoing - Research Performance Expectations currently being revised, and a new ECR Hub and induction will incorporate RI advice and support.

								include signposting of how to report academic misconduct and poor research integrity.		
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	In conversation with Faculty Research Managers, review induction processes to ensure that RIE is included in local induction and that the importance of following employer and funder policies is foregrounded	No	June 2023	PIP & BRIC	Measured through an increase of queries coming through to the PIP team indicating engagement.	This will help to establish RIE expectations early for researchers, emphasising RIE as a core component of what it means to be a researcher at York, thereby increasing compliance with relevant policies.	RI expectations are now included in the induction of new researchers within departments, and there is a RI section in the forthcoming ECR Hub. In-person and online training on research integrity is available for researchers at all levels. As members of UKRIO, our researchers also have access to the UKRIO training sessions for more detailed understanding of particular topics.	RI queries was not considered a useful mechanism, as it does not indicate a step forward either due to increase in enquiries (potentially indicating issues) or a drop in enquiries (indicating a lack of knowledge/engagement) During the period of this action plan, 225 researchers have completed live research integrity and ethics training.	Ongoing - RI will be incorporated into the new induction webpages which will launch in the next few months. A new action in the 26-29 plan to create a Researcher Line Managers Toolkit will address RI responsibilities of line managers, and training for research staff is ongoing. The research culture survey will include questions on research integrity to better monitor awareness in future.
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	Take steps to raise awareness of such mechanisms via (i) including discussion of this explicitly in RIE training - both for researchers and, where appropriate,	No	June 2023	PIP & BRIC team	Measured through increased requests for the PIP team to be involved in Dept. level events.	This will enable the PIP team to assess the scope/character of research misconduct more fully at an institutional level.	Reporting mechanisms are clearly outlined and signposted in the training and resources.	It is difficult to measure impact (queries not deemed to be appropriate, see above). RI webpages and policies are regularly reviewed to ensure clarity, and any changes widely communicated to	No further action. See above re. supporting managers via the Managers Toolkit going forward.

		managers/PIs, and (ii) review our RIE webpages to confirm that key contacts/policies are well-signposted and clearly explained.						researchers, including through Research Staff Newsletters.	
Policy development									
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.									
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	ECRs are represented on the CIG and RC Working Group and typically on Dept research committees. Institutional policy is created by specialist teams and panels of critical friends (and Industry partners and Trade Unions where appropriate) at an early stage. This is signed off by appropriate senior governance arrangements.	No	July 2024	HR & Associate Deans of Research	Broader ECR representation on committees.	ECRs are well represented on the committee that oversees the Concordat and research culture via a fellowships lead, a York Research Staff Forum lead, and one or two Research Staff Liaison Officers, and have a clear voice on these matters. a newly formed institution-wide research staff forum is emerging as another key space for ECR input into decision making.	We have achieved broader representation of ECRs on the Research Culture Working Group (RCWG) which oversees the Concordat work. Capacity limited the ability to work on assessing and growing representation on other committees, and this will be addressed in the new action plan.	Action carried forward to the new action plan. A new action focused on assessing and encouraging ECR representation on the wide range of research and research-adjacent committees is included in the 26-29 forward action plan.
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.	ECR representation is common on Dept committees. Institutional policy is created by specialist teams and panels of critical friends (and Industry partners and Trade Unions where appropriate) at an early stage. This is signed off by		July 2024	HR & Associate Deans of Research	The CIC will include representation from research managers/PIs and Associate Deans of Research (ADRs)	Managers and PIs are represented on the RCWG via six academic positions representing all faculties, where they contribute to	Managers have an official opportunity to contribute to research culture policy via the RCWG and staff surveys. Staff have also benefitted from being able to apply for funding to take forward their own research culture projects since 2022.	Action achieved re. representation of managers/PIs on RCWG - no further action. A new action on this topic is included in the 26-29 action plan.

		appropriate senior governance arrangements.						the strategic development of positive research culture initiatives. Recent surveys such as an Athena Swan survey and a wellbeing survey also provide voice for managers and ECRs on research culture topics.		
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Researchers are actively encouraged to engage with the development of Policy at Department through the appropriate Research Staff Association/Postdoc Forum and Postdoc Appreciation Week.	No	July 2024	Research Staff Liaison Officers		Research Staff Liaison Officers (RSLOs) continue to engage with departmental research staff fora, and act as the voice of research staff in policy discussion at RCWG, feeding in their views and concerns.	RSLOs continue to perform a vital function in connecting researchers to decision making committees and ensuring the researcher voice is heard in policy making.	Action achieved re. RSLOs providing the opportunity for researcher voice to be heard in policy making - no further action. The new action plan proposes to utilise the York Research Staff Forum as a new conduit for researcher involvement in policy making, which should have a tangible effect on research staff voice in policy making..	
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	This work has begun with the appointment of the Research Culture Coordinator and creation of the Research Culture Working Group which includes ECR and PGR members. The new York Policy Engine will support researchers to contribute to policy through research.	Yes	July 2023	Research Culture Coordinator and Research Culture Working Group	Participation in Research Culture Cafes aimed at gathering feedback from the research community in order to build an institutional Research Culture Action Plan and enable the development of new researcher-informed policies.	Around 230 research staff participated in a series of 20 research culture cafes, including two specifically for postdoctoral research staff. Their feedback was incorporated in the Action Plan launched in 2024. Consideration of the challenges	Feedback from researchers about how they wanted our research culture to develop and their specific challenges was incorporated into the Research Culture Action Plan (ReCAP) which was launched in August 2024. A number of actions have been completed or progressed which impact on research-only staff members.	Action achieved re. research staff participation in research culture cafes and contribution to ReCAP - no further action. The ReCAP is well established as a mechanism for addressing research culture issues affecting the experience of research-only staff, with strong governance and oversight.	

								faced by research-only staff is included in the business of the Research Culture Working Group, which also considers the Concordat officially twice per year.		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Researchers will be invited to Research Culture Cafes to identify the issues that are pertinent to them. (ECR5)	No	July 2023	Research Culture Coordinator and Research Culture Working Group	Researcher issues reflected in the York Research Culture Action Plan		See above.	See above.	No further action.
Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Create an institutional Talent strategy which will look at attracting, developing and retaining people in an inclusive environment. The Strategy will apply to all staff including researchers.	No	July 2023	HR	The Talent Strategy will be cascaded to all Departments.	The Talent Strategy will be signed off by 2023 and implemented 2023-25	Work on the Talent Strategy was delayed by other HR priorities but has now recommended. The Researcher Developer for Fellows will work closely with the HR talent strategy lead to align support for emerging research leaders with the aims of this strategy.	No impact yet - carried into next action plan period.	Ongoing priority - represented in the new action plan under Obligation 15. The talent strategy will be aligned with work to support emerging research leaders to develop their research identity and leadership skills.

EI2	<p>Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.</p>	<p>Consolidation of the variety of resources available to support new and existing researchers and support induction onboarding. To include career planning and PDP process.</p>	No	July 2024	HR & BRIC	<p>Create one easily accessible online resource to support induction.</p>		<p>Resources were consolidated into a research staff induction site which brought together key information. Work during the period has sought to build on this base to create a comprehensive induction for all members of the research community, including specific resources for research-only staff. This is due to be completed and launched in spring 2026.</p>	<p>An induction resource is available for all researchers, and a new and improved version is due to be launched shortly. We don't currently ask researchers about their induction experience in surveys, but aim to address this in future via questions in the research culture survey to assess whether the existing/new resources provide the induction information researchers need.</p>	<p>Ongoing - a new research staff induction platform will be launched in 2026 and will be monitored via questions in the research culture survey about induction going forwards.</p>
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	<p>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>	<p>The promotion process and Annual Performance Review process will both be fully reviewed and updated.</p>	YES	July 2024	HR	<p>Engagement with senior leaders and benchmarking of promotion criteria. Engagement with 50% of the ECR community to identify the challenges and opportunities for ECRs in making a case for promotion.</p>		<p>The academic promotions process was reviewed and a new, streamlined version was introduced in December 2024 which opened for applications from September 2025. The new criteria includes recognition of</p>	<p>Researchers were consulted about the changes to the academic promotions criteria and the streamlined process and clearer guidance has made it easier for researchers to understand the criteria and make a clear case for promotion where appropriate. New criteria are now in place for postdoctoral promotion between grades 6 and 7 (equivalent to Lecturer).</p>	<p>Action achieved re. review and implementation of new promotions process. Review of personal development review process is ongoing. New approaches to reward and recognition proposed in the 26-29 action plan which include an extension of this action re' promotions, to help managers to understand the new criteria for postdoctoral researcher promotion</p>

a contribution to positive research culture. The process for research-only staff to be promoted was incorporated into the wider academic promotions criteria with a single, simple format which outlines the requirements for progression at each stage.

Recent examples of departmental good practice in supporting researcher promotion includes a mentoring scheme for promotions in Computer Science offered by the senior management team, and a Psychology Department Promotions Group which offers individualised support for applications and feeds back EDI recommendations to the leadership team.

A new, more regular approach to

and be able to support their staff better with this.

								PDR is currently being trialled with pilot groups across the University including labs with a large number of research-only staff. A new flagship event for research-only staff, Celebrating Spaces: Connecting Researchers , focused on celebrating the role of researchers and shining a light on their achievements.		
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Departments continue to scrutinise and improve their recruitment, promotion and recognition processes and support via Athena Swan (AS) action plans and EDI group objectives. Raise awareness and develop good practice resources to mitigate for unconscious bias (UB) in attraction, retention and progression for all staff, including researchers	YES	2025 Dec 2022	HoDs / AS Steering Group EDI team	*All academic departments will hold AS awards and action plans High level of engagement with new UB resources. Research-related examples added to good practice knowledge bank.	*assuming current organisational structures	Unconscious bias training is now required for all recruitment panel members, and panel chairs must take part in a further training session around maintaining fairness as the chair. New, more equitable approaches to PGR recruitment have been introduced as part of the Research England and	Unconscious bias training for recruitment is now an embedded process. 22 departments hold an Athena Swan award including 4 gold awards. This includes one new award (Sociology) and one new gold award since 2022. The Equality and Diversity Office continues to support departments to engage in the AS process, and an institutional silver level AS plan is being submitted in January 2026.	Ongoing impact - unconscious bias training is ongoing, and the YCEDE project has drawn up recommendations for equitable approaches to PGR recruitment.

								OfS funded Yorkshire Consortium for Equity in Doctoral Education . Fair attribution guidance was introduced in September 2024 (updated December 2025) to clarify the ways in which contributions to outputs, including from ECRs, are attributed.		
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.	i. Revision of the online researcher guidelines and induction will include sections on RI (ECM3) and information on HR policies, CoPs. ii. The resources will be linked to the APR reviewer and reviewee guidelines & Academic Depts will be asked to strongly encourage all managers/PIs to familiarise themselves with in advance of the APR and as part of setting probationary guidelines for new researchers.	No	July 2024	BRIC & HR supported by Academics Depts.	i. Number of hits on researcher guidelines and induction ii. Pulse point survey about engagement with the resources - identification of common questions		Researcher induction resources were enhanced. They are currently being revisited to further expand the opportunity to embed researcher good practice in relation to awareness of key policies and requirements at an early stage of employment.	The researcher induction pages have been accessed over 5,000 times since they were created. Researchers are not currently surveyed about their familiarity with legislation and codes of practice, so it is not possible to assess the impact of the induction resources in this regard..	Action achieved re. incorporation of RI and HR policies into induction resources - no further action on this. The new action plan will seek to address managers understanding of these areas of responsibility.
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation,	i. The Research Grants Operations team oversee the grants process and ensure that PIs and researchers understand	YES	July 2023	i. Grants Office ii. BRIC in conjunction with HR	.All researchers will be signposted to the information they need to make		A new Research Project Initiation meeting	All PIs have a clear understanding of project requirements at the outset of a project via the new meeting and	No further action - see above.

EI4	<p>Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.</p>	<p>i. Revision of the Project Management workshop to align with the project management practice at York. ii. Creation of a Project Management Community of Practice (CoP)</p>	No	July 2023	POD and IT	<p>Institution wide CoP of project managers who will deliver PM workshops as part of the York Researcher Professional Development and Skills programme and Researcher Festival.</p>		<p>We offer project management training for researchers through our Researcher Development Programme, and it was revised in 2024.</p> <p>A thriving PRISM network was established in 2022 and the University employed a PRISM Manager to oversee research project management activity. This provides a strong support structure for research activity at York with highly professionalised PRISM staff.</p>	<p>In 2025, the PRISMS Manager began delivering training for researchers on project management techniques which has so far seen 39 researchers signing up. The Valuing Voices project has also developed a number of practical tools to support equitable research teams, and so far 95 researchers and research enablers have attended the Using Facilitation skills for Better Meetings workshops.</p>	<p>Action achieved re. provision of ongoing project management workshops and PRISM network - no further action.</p>
EI5	<p>Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.</p>	<p>CARRIED FORWARD FROM 2020-2022.</p> <p>i. A new Culture and Community (C&C) Framework will articulate how People at York work with each other. To be signed off by the University and Unions. ii. A comprehensive institutional Talent Strategy will also be developed 'which balances progression, promotion and retention with the attraction of external talent.'</p>	YES	July 2025	POD & HR	<p>All researchers and staff will be involved in the consultation around the six pillars of the C&C Framework.</p>	<p>Work on the C&C framework has started and consultations will commence in 2023. Institutional implementation of the Framework and the Talent Development Strategy will take until 2025.</p>	<p>The Community without Limits framework was soft launched in 2023 and comprehensive webpages were launched in 2024. It provides an overarching behaviours framework for all staff at the University and supports</p>	<p>Researchers were consulted about the development of the Community without Limits framework as part of a process which involved Heads of Departments nominating staff to represent their department in research interviews to help develop the draft framework, and all staff were then invited to review this draft and provide feedback via a survey.</p>	<p>Action partially achieved, in that the CwL framework has been launched and is currently used in staff development and training. This action is ongoing in terms of development of the Community without Limits framework into other areas of employment in the next few years.</p>

								people to perform their role as a colleague, as a manager, and as a senior leader. Work is ongoing to weave this framework into other employment stages including performance review, talent management and recruitment.		
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers.	No	July 2024	POD & BRIC	Increase in the uptake of self-directed learning opportunities for research leaders. Consistent review with researchers of their PDP as part of Annual Performance Review (APR)		LinkedIn Learning was made available to all researchers between August 2022 and July 2024 and provided a source of additional, on demand learning content, with "playlists" for key skills development such as leadership. Managers are encouraged to review research staff development during their Personal Development Review (PDR)	Learners viewed a total of 86,943 LinkedIn Learning videos and 3,838 hours of learning were recorded. The most popular skills developed included project management, diversity and inclusion, unconscious bias, time management, career management, and self-confidence. A "Leadership for Researchers" playlist was created (unfortunately we cannot access data on how often this was utilised).	Action completed - LinkedIn Learning provided opportunities for additional professional development, expanding the courses on offer at the University directly. No further action.
EM4	Managers actively engage in regular constructive performance management with their researchers.	Use by PIs and managers of the new Talent Development Strategy (EI5) to support researchers Create a	No	July 2024	POD & BRIC	PIs and Managers to take an active approach to regular PDP in addition to the		This action was not progressed due to the lack of	N/A	No further action - LinkedIn Learning is no longer available as a resource for York researchers, which

		collection of targeted LinkedIn learning courses on leadership and careers for researchers.			Annual Performance Review (APR)		progress with the talent strategy, which was de-prioritised in the face of more urgent work.		does not allow us to take forward this action.
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	The promotion process and Annual Performance Review process will both be fully reviewed and updated.	No	July 2024	HR	Engagement with senior leaders and benchmarking of promotion criteria. Engagement with 50% of the ECR community to identify the challenges and opportunities for ECRs in making a case for promotion.	The promotions process underwent thorough review and was updated in December 2024. It includes a clear process for applying for promotion from grades 6 to 7 as a postdoctoral researcher. Research-only staff are supported in their annual performance management reviews via the Looking Beyond Horizons resources which provide tailored support for ECRs going through this process.	In the institution's 2023 Athena Swan survey, research-only staff reported the highest levels of satisfaction with regard to the fairness of decisions around promotions and progression, at an average score of 7.0 (scale 0-10) ECRs now have a clear route to promotion from grade 6 to 7.	Promotion process reviewed and updated - no further action. Action plan 26-29 will support ECRs to better understand the postdoc promotion criteria via targeting their line managers to become knowledgeable and supportive of this process.
Job security									
The aim of this obligation is to improve the job security of researchers.									

EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	Review of the Policy on the use of Fixed Term Contracts (EI5) and the new Talent Strategy covering progression, promotion and retention will provide greater security.	No	July 2025	HR	60% of research staff on open contracts		This action was not pursued due to the delay in progressing the Talent Strategy, and will be picked up as part of the progress on that work over the next period.	N/A	No further action at this time. The Talent Strategy is a strategic priority for HR in 2026, and will explore opportunities for progression, promotion and retention of staff on research-only contracts.
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.	i. The Looking Beyond Horizons (LBH) resources will be cascaded to all Departments to enable researchers to use the tools, create a PDP and have a meaningful career conversation with their line manager. ii. researchers have created a PDP and discussed it with their line manager as part of the performance review process .	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is constant flux with researchers leaving the institution)		The Looking Beyond Horizons resources were cascaded across the institution and are signposted to researchers through the newsletter, social media and the HR pages on creating a professional development plan. Researchers are required to complete the annual professional development review, and encouraged to use the LBH resources as part of this process.	We don't yet have a way to gather information from researchers about whether they have a personal development plan, but this gap in data can be rectified in the next period by incorporating questions about professional development into the research culture survey. 200 researchers have used the Looking Beyond Horizons resources to help assess their professional development skills gaps and create a career development plan in preparation for the performance review. The most utilised resource was the prompt list of professional development opportunities.	Action partially achieved re. creation of Looking Beyond Horizons resources to support career development. No further action - we will not carry forward a target regarding researchers having a career plan into the 26-29 plan, but will begin to monitor how much time researchers spend on professional development.

								York researchers can participate in a Prosper career development programme as part of the White Rose Consortium, and so far 32 York researchers have taken part in the first two cohorts.		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	A process will be developed to capture the number of researchers using the LBH resources and developing a PDP.	No	July 2023	.HR	Data available on number of researchers who have developed a PDP which was reviewed as part of the Annual Performance Review (APR) process		See above.	See above.	No further action.
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.	As part of the LBH PDP process Managers require researchers to identify specific activities they will undertake to support their professional development, including career related research, training and other relevant practical activities. Researchers will be supported to identify specific times within their research to undertake these activities.	No	July 2023	BRIC and Careers	Measured by monitoring and annual reporting to Depts of engagement of researchers in professional development (LinkedIn Learning data, participation in the York Research Prof Dev and Skills Programme, Researcher Festival and staff development programme and new supervisor training) against York's commitment for Researchers to undertake a minimum of 10 days professional development activity		Managers are encouraged to use the Looking Beyond Horizons resources within the development review process and to encourage their staff to engage in 10 days professional development minimum each year.	We currently monitor course attendance and feedback, as well as participation in training events such as the Researcher Festival and Celebrating Spaces. We don't currently have a means to track individual researcher's use of the ten development days. In the next action plan, we will attempt to monitor this more closely via surveys and explore the potential to utilise a new HR and learning management system to enable researchers to input information about their training if possible.	Carried forward - the 26-29 plan will address monitoring of the uptake of 10 days, and the Managers Toolkit will provide support and resources to help managers to be aware of the time allocation and provide appropriate support.

PCDR1	<p>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.</p>	<p>Researchers will be encouraged to undertake research into a range of career options and to identify specific steps needed to be undertaken in order to achieve their career goals. Relevant resources include: YGRS careers web pages; Learning & Development web pages on Academic, research and teaching careers and career development; Vitae researcher careers resources. Actions to support career development should be included in the PDP and discussed with line manager.</p>	No	July 2023	BRIC and Careers	<p>Researchers understand where to find information to support their career development and can identify specific opportunities and actions that will help them achieve their career goals.</p>	<p>PGRs looking to develop their research career can also access one to one appointments with the PGR Careers advisor and online support through the York Graduate Research School (YGRS).</p>	<p>The Looking Beyond Horizons resources help researchers to identify their skills gaps and opportunities to develop skills to progress their careers. A range of careers sessions are offered as part of the annual Researcher Development Programme, including 2 sessions on careers outside academia. Extensive information and support is available on the careers webpages for postgraduate researchers. Sessions on careers in particular industries e.g government policy, have been run with guest speakers/ alumni. A new resource on careers for arts and humanities postgraduates has also been created in 2025. 1:1 appointments are available with</p>	<p>Researchers have a range of resources and advice available to them to support their career development. In the 2023 Athena Swan survey, research staff reported the highest levels of satisfaction in relation to receiving useful feedback on their career development through performance review (7.6, on a scale 0-10).</p>	<p>Action achieved re. training, opportunities and resources being made available to support researchers in identifying their career goals. No further action.</p>
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								specialised PGR careers advisors, and with the Fellows Developer in relation to exploring fellowship opportunities.		
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.	Consolidation of the variety of resources available to support new and existing researchers and support induction onboarding. To include career planning and PDP process (see EI2)	No	July 2024	BRIC and Careers			This obligation was not prioritised during the period due to capacity. In the next action plan, managers will benefit from the collation of guidance into a toolkit of resources which includes support for engaging in career development reviews. A current review of the PDR process is ongoing, including a pilot of new approaches which includes lab groups with large ECR communities.	N/A	Action not prioritised in this period - not identified as a priority area to carry forward.
PCDI6	Monitor, and report on, the engagement of researchers and their managers with	i. The Looking Beyond Horizons (LBH) resources will be cascaded to all Departments to enable	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by		Looking Beyond Horizons resources	200 researchers have used the Looking Beyond Horizons Career development plan. This	Action partially achieved in terms of provision of resources to support meaningful

	researcher career development reviews.	researchers to use the tools, create a PDP and have a meaningful career conversation with their line manager. ii. researchers have created a PDP and discussed it with their line manager as part of the performance review process . PCDI1, PCDM3				2025. (this is not 100% as there is constant flux with researchers leaving the institution)		were widely shared with departments and continue to be promoted within Researcher Development Programme sessions.	falls short of the 75% target. Despite wide promotion, the LBH resources have not gained as much traction as hoped. The Prosper resources and training programme now supplement this, and LBH resources will be revised in future.	career conversations - not identified as a priority to carry forward as a specific action, although the Managers Toolkit will include useful prompts on career conversations/review for line managers.
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	As PCDI6	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is constant flux with researchers leaving the institution)		As above	As above.	No further action.
PCDR4	Researchers positively engage in career development reviews with their managers.	As PCDI6	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is constant flux with researchers leaving the institution)		As above.	As above.	No further action.
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.	Managers should encourage researchers to undertake the Futurelearn course Career Management for Early Career Academic Researchers (available Oct-Jun). Internally, signpost to University coaching and mentoring schemes and Learning & Development resources on Academic research and teaching careers and career development . University of York alumni	No	July 2023	BRIC & Careers	Researchers know where to find information and advice to support their career planning and professional development both within the university and externally. Increase the number of fellowship applications and		The training within the short, intensive Preparing for Fellowship Success programme has now been incorporated into the Researcher Development Programme to widen access to the skills	The fellowship programme has been restructured to provide a year round learning experience for prospective fellows rather than a short, intensive course, as this was felt to better serve the needs of those considering fellowships at different points of the year. 134 people participated in the programme in 2024/25 and of those over 98%	Action complete - no further action.

	<p>have access to continued support from the University's Careers and Placements service. The York Fellowship Programme provides support for prospective and current fellows</p>				<p>participation of external applicants (6/26) in the Preparing for Fellowship Success programme.</p> <p>Increase by 50% the number of Fellowship specific events (48 in the period 2020-22).</p>		<p>and information sessions throughout the year and to a larger pool of researchers. The programme has been rebranded as the Fellowship Launchpad and new sessions added, accompanied by a Fellowship Hub of information and access to 1:1 appointments.</p> <p>We continue to signpost researchers to participate in the institutional coaching and mentoring schemes as a mentor or mentee, and many departments have their own local mentoring schemes.</p>	<p>would recommend the workshops.</p> <p>Resources on career management are widely signposted to researchers.</p>	
PCDR3	<p>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.</p>	<p>Researchers use the Vitae Researcher Development Framework and prompt list of professional development opportunities to create a professional development plan. This will be discussed as part of the annual performance and development review process (PDR). Researchers can use the</p>	No	July 2023	BRIC & Careers	<p>Researchers regularly reflect on and review their professional development. By recording their activities, skills and achievements they are able to make strong applications for their next professional role.</p>	<p>The PDR process requires researchers to reflect upon their professional development experience with their line managers, currently on an at least</p>	<p>Researchers have opportunities and support to review their professional development, both through self-guided resources, and in review with their line manager.</p> <p>The Looking Beyond Horizons resource provides a tool to consider and record</p>	<p>Action partially achieved - 200 members of research staff have created a career development plan using the Looking Beyond Horizons resources, and the PDR structure and training on narrative CV techniques provides them with techniques for building their</p>

		PDR document as a record of their experiences and ensure that they regularly review and add experiences to their CV. They could consider creating a Resume for Research and Innovation (R4RI) to summarise their experiences and achievements.						annual basis, but with a view to making this a more regular review process (current pilot) The Fellowship Launchpad programme, launched in 2024, includes a session on developing a narrative CV, and our webpages have detailed resources and videos to support people to create these.	professional development experiences. The White Rose Prosper programme also enables researchers to explore their career options in depth.	portfolio of evidence. No further action.
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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.	Directive from Chief Operating Officer to undertake on hour per week of self directed learning . Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers. Opportunities for additional time include: Training as mentors for the PGR mentoring scheme. ii. Making use of LinkedIn learning ((see PCDR5) and York training provision iii Engage with the Researcher Festival	No	July 2023	POD	Numbers accessing the LinkedIn Learning 'Leadership for Researchers' targeted collection.		A targeted playlist of LinkedIn learning resources was created entitled 'Leadership for researchers'. Researchers continue to be encouraged to sign up to be a mentor for a PGR, and are provided with training to excel in the role. As part of the White Rose Consortium,	It isn't possible to access data on the LinkedIn Learning research leadership playlist, but the resources were widely used when available. 8 York researchers participated in the first White Rose Consortium Crucible cohort programme in 2025, and the scheme is open again for the 2026 programme. See an example of a York researcher's reflections on the Crucible experience . 88% of Crucible participants highlighted the impact of the programme on their	Actions achieved re. providing mentoring training, LinkedIn Learning leadership resources, and training within special events, supplemented by new White Rose programmes. No further action to carry these forward, although they will all continue as embedded programmes/events..
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								<p>we have also developed a new Crucible programme for fellows and newly appointed lecturers to develop interdisciplinary leadership and collaboration skills.</p> <p>76% of Crucible participants also highlighted the way the programme catalysed their self-awareness and confidence as researchers.</p>		
PCDM4	<p>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.</p>	<p>Managers to signpost the in-house Professional Development and Skills Programme, POD training and new LinkedIn learning for Researchers collection. Also to require researchers to use the Looking Beyond Horizons (LBH) and to take the 10 days committed to them.</p>	No	July 2025	HR	<p>Monitoring through the APR process and reporting on Dept Concordat Action Plans of management engagement with PDP.</p>	<p>The expectation is that managers will signpost the LBH materials by 2023 but longer term commitment and policy will take longer..</p>	<p>The learning and development opportunities for researchers are widely advertised to them via different media. In the new action plan, we will take steps to ensure managers are aware of all the options and are actively signposting them.</p>	<p>We no longer require departments to report annually specifically on their local Concordat action plans, and instead this is reflected in an Annual Research Review which asks about the support for different career stages of research staff, and the creation or development of departmental Research Culture Action Plans.</p> <p>This action was not prioritised during the period of this plan, and this is one of the reasons we have chosen to focus on managers more in the 26-29 plan. Researchers are aware of the opportunities available, but ensuring line managers are also aware of and promoting this information would create more impact and share the responsibility.</p>	<p>Action not progressed – replaced with new action in 26-29 plan focused on supporting managers to improve their understanding and signposting for professional development including research identity and leadership skills, combined with new offerings for ECR leadership and research identity development.</p>
PCDM5	<p>Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive</p>	<p>A pilot programme of leadership provision will take place in spring 2023 including research leaders. They will identify what provision support is</p>	No	July 2023	POD & BRIC	<p>Following two iterations mini surveys will be conducted with line managers of direct reports to identify</p>		<p>A new Collaborative Leadership programme was launched in 2022 which</p>	<p>140 middle and senior managers, 33% of whom are researchers, have taken part in the Collaborative Leadership programme since it was</p>	<p>Action complete - Collaborative Leadership programme in place and working well for researchers. No further action, although</p>

	attitude to professional development.	needed for researchers and PIs (PCD14).				the impact of the training.		brings together middle and senior management from across teaching, research and professional services in cohort groups to explore leadership models which foreground inclusivity and empowering team members.	launched, creating a pool of researcher line managers who are skilled in leadership approaches which empower team members.	the 26-29 plan will focus on attracting more researcher managers to this established programme to increase the pool of researcher line managers who are trained in supportive leadership skills.
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers.	No	July 2024	POD & BRIC	Increase in self-directed learning opportunities for researchers to signpost Looking Beyond Horizons as part of Annual Performance Review (APR).	The LinkedIn learning provision can be supplemented by in-house material.	LinkedIn Learning playlists highlighted research leadership and careers for researchers.	Self-directed learning opportunities for line managers were achieved via the LinkedIn Learning resources which were widely accessed. A Crucible programme promoting research identity and	No further action - action achieved re. creating a curated collection of LinkedIn Learning resources for research leaders. As we no longer have access to LinkedIn Learning as a resource, we are approaching the opportunities to support

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.	Increased exposure of career routes at the Researcher Festival and through the careers sessions PCDR1/2/3	No	July 2023	BRIC & Careers	Increased engagement in career sessions at the Researcher festival (300 researchers in 2021) and through the Prof Dev programme.	Careers sessions took place within the Researcher Festival while it ran (now replaced with Celebrating Spaces event, which has not foregrounded careers so far, but will include this as a focus from 2026). New events focusing on specific career sectors relevant to those with higher research degrees/roles have been held, e.g. policy-focused event; new resources have been created for arts and humanities researchers, exploring appropriate career opportunities.	Live sessions on careers were accessed by over 1200 researchers in the period from 2022 - 2025 with 21% of these being research-only staff. In addition, a number of careers sessions also featured in the Researcher Festivals in 2022 and 2023.	Action achieved re. incorporating exposure to wide range of careers into Researcher Festival - as this event no longer takes place, this action has been closed.
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.	Managers to actively encourage researchers to access the mentoring and/or coaching schemes and to include this in their PDP	No	July 2024	BRIC & POD with support from Depts	50% increase in the number of ECRs trained as mentors for the PGR mentoring scheme (60 in the period 2020-22 n120 by 2024) 50% increase in the number of researchers using	An ongoing institutional mentoring scheme provides mentoring opportunities for PGRs from ECR staff.	44+ researchers have been trained as mentors since 2022. The data is not comprehensive, but this falls short of the aim to increase the pool of ECR mentors. This action was not prioritised during the action plan period.	Ongoing - continue to maximise comms and identify routes to persuade ECRs to become mentors to PGRs.

						the University mentoring scheme. (102 in the period 2020-22 n 150 by 2024)		In addition to the central University scheme, many departments have active internal schemes for mentoring new early career researchers, and the Faculty of Social Sciences is currently creating the first Faculty-wide mentoring scheme.		
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.	The new Talent Strategy will signpost the revised induction guidelines and the mentoring and coaching schemes. As PCDM2.	No	i. July 2025 ii. 2024	HR and BRIC	i. Communication across the University of the Talent Strategy. ii as per PCDM2.		Action not progressed due to Talent Strategy delay.	Although the talent strategy action was delayed, progress has been made via the coaching and mentoring schemes which continue to be available for researchers and are regularly promoted to this staff group. PGRs are also eligible to have a postdoc mentor. Over 100 York PGRs have attended the White Rose PGR Careers Fair over the past 2 years, and a number of careers events have been held for researchers including a biosciences careers open day, and a policy careers panel.	Ongoing action to continue to develop the talent strategy. Included in the 26-29 action plan in relation to obligation 15 (aligning the new cohort programme with the talent pipelines strategy).
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public	Programme of training provision (f2f & virtual) including impact and public engagement. The KE team will continue to work with individual researchers at all levels and with project	No	KE Enhancement Team, Commercialisation Team. PE	June 2023	500+ views of a new 'Intro to KE' video & 30+ attendees at a pilot 'Intro to KE' f2f session. The evaluation will indicate future		Following a pilot f2f KE session delivered by Praxis Auril in 2022, a new Knowledge Exchange and	An Impact & Knowledge Exchange Training Officer was in post during 2024 and 2025. Between May 2024 and December 2025, 42 live training activities were delivered, organised or	Action complete - pilot and video expanded into a wider ranging KE training programme, which while now complete, has led to a comprehensive resource pool which is

	engagement and commercialisation.	teams to foster a culture of impact and engagement.		Engage ment Group & BRIC		work and inform the programme 23-25.		Impact training programme was undertaken in 2024 and 2025. A comprehensive hub of information and training resources on research impact has also been curated, pulling together key information in one repository. The KE video has reached 273 views, so not reaching the planned 500 mark.	enabled through this role, totalling 66 hours of delivery and reaching 1,027 attendees. Attendee demographics were as follows: 64% Sciences, 22% Social Sciences, 11% Arts & Humanities, 3% other. 88% were staff, 12% PGRs. Evaluation highlights from sessions where detailed data is available: Increased knowledge was reported by 98% of attendees of Introduction to Impact & KE sessions, and 100% of attendees of Impact in Grants and Evaluating and Evidencing Impact sessions. 90% of Connecting with Business and External Organisations attendees reported increased confidence in planning, undertaking or supporting external engagement. 92% of attendees reported they intend to apply what they gained from the session to their own work.	currently being promoted to research staff. No further action.i
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* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information (more rows can be added)	
2	New RD Concordat Page

Abbreviations and glossary (more rows can be added)	
CIG	Concordat Implementation Group
RSLOs	Research Staff Liaison Officers

	<u>Concordat Governance</u>
3	<u>Implementing the Concordat</u>
4	<u>Looking Beyond Horizons - Careers and PDP resources</u>
5	
6	
7	
8	
9	
10	
11	

Legend:

Careers
HR
Policy, Integrity and Performance
Equality, Disability and Inclusivity Team
Building Research and Innovation Capacity Team
KE Enhancement Team

RIKE	Research Innovation and Knowledge Exchange
POD	Professional and Organisational Development
BRIC	Building Research and Innovation Capacity
C&C	Culture and Community
RC	Research Culture
APR	Annual Performance Review
LBH	Looking Beyond Horizons - Careers and PDP resources
RICoP	Research Integrity Code of Practice
ADRs	Associate Deans of Research (one per Faculty x3)
YGRS	York Graduate Research School