

Reflection on 6 Year Action Plan: Progress made on HREIR Actions from 2019-2021 Action Plan.

Below are all the previously agreed actions taken from our 2019-2021 HR EIR submission under the principles of the 2008-2019 Concordat for ease of navigation through the document. In the table below we have detailed the action, the success measure and the progress made against this action. We have indicated which actions are being carried forward, which have been completed and those which are no longer applicable.

B RECOGNITION AND VALUE				
Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.				
Clause 2.1				
Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.				
New Action	Responsibility	Timescale	Measure of Success	Progress Update
Develop a research induction programme for research active staff that informs them about all research opportunities and support available at ARU.	HRS/RIDO	January 2020	Induction developed.	COMPLETED: A face to face research and innovation staff induction (RISI) was developed by a subgroup of the RDWG and approved in April 2020. Provision was moved to online delivery due to the Covid-19 pandemic. The programme was structured to include support provided at every stage of the research journey with 15 facilitators delivering 5-10 minute sessions. A research and innovation staff induction webpage was created that allows staff to navigate and orientate themselves around support in getting started with their research, whilst carrying out research and innovation and commercialisation. The webpage link was shared with all staff and sent via a personal e-mail invite to new starters.
New Action	Responsibility	Timescale	Measure of Success	Progress Update

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Implementation of research and innovation staff induction programme.	HRS/RIDO	<p>April 2020</p> <p>April 2021</p>	<p>Induction programme has been delivered to all existing and all new starters.</p> <p>Induction programme is being delivered roughly every 4 months (1 session offered in each academic trimester). Of new staff on research and teaching contracts or research only contracts, 75% have attended the research induction within the first 6 months of joining ARU.</p>	<p>COMPLETED: The Induction programme was advertised monthly to all existing staff (~800 staff with research in their contracts) in the Staff Researcher Development Newsletter and to all new starters (February 2020-January 2021) through a personal e-mail invite. Two inductions were delivered during the reporting period (November 2020, March 2021) and another one is scheduled for 26 May 2021. A total of 39 staff attended the first 2 inductions. 56 new staff joined ARU between Feb 2020-Jan 2021(research and teaching contracts with responsibility for research or research only contracts). Of these 56 contacted 28 new starters attended the two RISI (50% new starters) within the first 12 months of joining ARU.</p> <p>The RISI was recorded and uploaded to the internal RISI webpages with the slide deck containing further contact links. It is unknown how many new starters have since watched this recorded session. The RISI is further advertised to all staff in the monthly staff researcher development newsletter which is emailed to ~800 staff inboxes.</p>
New Action	Responsibility	Timescale	Measure of Success	Progress update
Review the implementation of the research induction programme.	HRS/RIDO	<p>October 2020</p> <p>April 2021</p>	<p>6-month review of research induction programme completed.</p> <p>Proportion of fixed-term contract staff (both full and part time) and those on short-term contracts are analysed to ensure equal opportunities for all</p>	<p>COMPLETED: Feedback after each induction was used to instruct further the development of the next induction to be delivered. 20% of attendees gave feedback and of these 89% agreed or strongly agreed that attending the workshop would help them in supporting their research and development. Attendees reported a clear understanding of the research support available to them at ARU and they gained knowledge of whom to contact and where to go for more information following the induction. 28% of respondents suggested that it may be better to split the induction as quite a lot of information is</p>

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			<p>research staff regardless of contract type.</p> <p>Staff report clear understanding of the research support available to them at ARU.</p> <p>Attendance data shows 75% attendance on the research induction programme for new staff within the first 6 months of joining ARU.</p> <p>Impact of the induction programme is monitored and increasing numbers of inductees are found to attend further RDO training and development opportunities during the academic year.</p>	<p>presented. Online content was cut down from 3hrs in the first induction to 2hrs thereafter. Attendance data shared above showed 50% of new starters attended the first 2 research inductions. Of these staff 14/28 (50%) were on fixed term contracts. The RISI is not a compulsory induction.</p> <p>The RISI is yet to complete its first year (3x offerings). It is hoped it will reach 75% attendance for new starters and we are optimistic with the engagement so far for this non-compulsory offering. We will further fully review and monitor its impact in the new action plan (see new action below) however we can already show that since the first RISI was held in November 2020 attendance data collected for 13 researcher development workshops recorded 45 attendees in total. 11 of these attendees were those who had attended the RISI (24% of inductees).</p> <p>NEW ACTION TO TAKE FORWARD: Review RISI and aim to achieve successful completion of RI training by staff on probation exceeding 90%.</p> <p>In addition, successful completion of RI training by current staff exceeds 75% by September 2022.</p>
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Clause 2.3

Research managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of, and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers' performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management.

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New Action	Responsibility	Timescale	Measure of Success	Progress Update
Revise our approach to mentoring with the development of a new pilot programme strand focus on support for mentoring research leaders.	HRS	April 2020	Mentoring provision is revised. A new pilot programme strand supporting mentorship of at least 10 research leaders is devised and embedded into our career progression support framework.	<p>CARRIED FORWARD: We will carry this action forward into our new 2021-2023 action plan focusing on defining and identifying who are research leaders are. We amended this action to <i>“Revise our approach to mentoring with the development of a new pilot programme to support for mentoring of Early Careers Researchers (ECRs)”</i>. This was aligned to support the commitments in our “ARU ECR Charter” and to offer further development opportunities for researcher managers who would benefit from acting as mentors in the programme. Mentoring provision was revised through a mentoring subgroup of the RDWG. A 6-month, ECR pilot programme supporting mentorship of 20 ECRs and their mentors (15 mentors) was devised and initiated in February 2021. Of the 15 mentors 11 are current managers of researchers (73%). Following an evaluation of the ECR pilot programme in October 2021, if it is favourable, we will look to expand this pilot mentoring programme as a model to support other research staff groups including our newly defined “research leaders”</p> <p>NEW ACTION/ACTION CARRIED FORWARD: Review ECR mentoring programme and assess the value of a university wide research mentoring programme.</p>
New Action	Responsibility	Timescale	Measure of Success	Progress Update
Support research leaders to act as mentors for other Researchers.	HRS/RIDO	December 2020	A cohort of at least 10 research leaders are trained in how to act as mentors. At	<p>CARRIED FORWARD: This action was amended to <i>“Support research managers to act as mentors for ECRs”</i>. We recruited 24 mentors and 15 were successfully matched to 20 mentees. Of the 15 mentors 11 are current researcher</p>

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		July 2021	<p>least 10 staff mentoring relationships are in place.</p> <p>Mentee career development progression is monitored and baseline metrics established through quantitative and qualitative metric analysis (e.g. number of journal submissions, promotions, grants funded).</p>	<p>managers (73%). 20 ECRs and 24 Mentors took part in a 2hr mentoring masterclass in developmental mentoring before entering the pilot programme. Further mentoring training and support will be offered 3 months into the 6-month pilot programme for both mentors and mentees matched in the programme. 20 mentoring pairs were matched through submitted profiles. The pilot programme will complete October 2021. The evaluation of this programme will be a new action taken forward in the 2021-2023 action plan (see section PCDI4 and PCDM2 in 2021-2023 Action Plan).</p>
New Action	Responsibility	Timescale	Measure of Success	Progress Update
Deliver mentor and mentee training for researchers.	HRS/RIDO	September 2020	Training delivered. 100% of staff in mentoring relationships have completed training programmes on mentorship as either mentors or mentees.	COMPLETED: Mentors and Mentees (n=40) attended a 2hr externally delivered mentoring masterclass together in February 2021 and March 2021. Feedback on this workshop was extremely positive. 42% of attendees completed a training feedback questionnaire and 94% agreed or strongly agreed that “attending the training would help me in my future mentoring relationships”. Further training will be offered to both mentors and mentees after 3 months (June 2021) to help embed the learning and development of the structured programme.

C: SUPPORT AND CAREER DEVELOPMENT

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Clause 3.3

Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter.

New Action	Responsibility	Timescale	Measure of Success	Progress Update
Develop a leadership programme for aspiring research leaders.	RIDO	May 2020	Development of outline programme devised. Content developed for each individual component part of programme. Evaluation methods set.	<p>CARRIED FORWARD: Our CEDARS results showed that 50% of respondents (n=48) would like training and development in research leadership- but it is not known if these staff are aspiring research leaders or not. This result has made us reflect on what is meant by and needed for current and aspiring research leaders. We will carry this action forward into our new 2021-2023 action plan focusing on defining and identifying our research leaders and their needs and those of our aspiring research leaders before developing a more tailored leadership programme for them (see section PCD14 in 2021-2023 Action Plan).</p> <p>During 2019-2021 we have offered a breadth of provision and support in leadership for research managers and other research staff including development workshops and E-learning offerings delivered through the staff researcher development programme (RDP). These include since 2019: Project management for research, Improving your leadership with Belbin team roles, motivation and team building and coaching skills for managers, professional skills for research</p>

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				leaders- managing a research team and leadership development for principal investigators. We also offer through the HR training and development programme several leadership training opportunities for all staff to apply to attend that include: Aurora Leadership and Management Programme which in 2019/20 had 8 researchers including managers of researchers who completed this stream. A current 2020/21 Aurora stream is also running. We also offered a leadership programme for Deputy Heads of Schools (DHOS) in 2019/20 which had 14 DHOS who moved through this stream and a diversifying leadership stream in 2019-2021 which had 6 researchers move through this stream. We offered further leadership training for senior managers on the appraisal system, AWBM and to REF convenors.
Implement leadership programme for aspiring research leaders.	RIDO	October 2020	Programme is rolled out. A cohort of at least 10 aspiring research leaders is identified and programme is initiated.	CARRIED FORWARD: We will amend this action and carry this into the 2021-2023 forward looking plan following the outcome of the action of defining what constitutes “research leaders” and identifying who our research leaders are (see section PCDI4 and PCDI6 in 2021-2023 Action Plan)
Review leadership programme for aspiring research leaders.	RIDO	July 2021	The 1 st cohort of at least 10 research leaders on the programme is reviewed.	CARRIED FORWARD: We will amend this action and carry this into the 2021-2023 forward looking plan (section PCDI4 and PCDI6 in 2021-2023 Action Plan)

Clause 3.6

Employers should provide a planned induction programme for researchers, on appointment to a research post, to ensure early effectiveness through the understanding of the organisation and its policies and procedures. They should also ensure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development.

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New Action	Responsibility	Timescale	Measure of Success	Progress Update
Develop a research induction programme for research active staff that informs them about all research opportunities and support available at ARU. (Clause 2.1)	HRS/RIDO	January 2020	Induction developed.	COMPLETED: See progress update shown in Clause 2.1 for this action.
New Action	Responsibility	Timescale	Measure of Success	Progress update
Implementation of research induction programme. (Clause 2.1)	HRS/RIDO	April 2020 April 2021	Induction programme has been delivered to all existing and all new starters. Induction programme is being delivered roughly every 4 months (1 session offered in each academic trimester). Of new staff on research and teaching contracts or research only contracts, 75% have attended the research induction within the first 6 months of joining ARU.	COMPLETED: See progress update shown in Clause 2.1 for this action.
New Action	Responsibility	Timescale	Measure of Success	Progress update

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<p>Review the implementation of the research induction programme.</p> <p>(Clause 2.1)</p>	HRS/RIDO	October 2020	<p>6-month review of research induction programme completed.</p> <p>Proportion of fixed-term contract staff (both full and part time) and those on short-term contracts are analysed to ensure equal opportunities for all research staff regardless of contract type.</p> <p>Staff report clear understanding of the research support available to them at ARU.</p> <p>Attendance data shows 75% attendance on the research induction programme for new staff within the first 6 months of joining ARU.</p> <p>Impact of the induction programme is monitored and increasing numbers of inductees are found to attend further RDO training and development</p>	COMPLETED: See progress update shown in Clause 2.1 for this action.
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			opportunities during the academic year.	
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Clause 3.7

Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practice those skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.

New Action	Responsibility	Timescale	Measure of Success	Progress update
Revise our approach to mentoring with the development of a new pilot programme strand focus on support for mentoring research leaders. (Clause 2.3)	HRS	April 2020	Mentoring provision is revised. A new pilot programme strand supporting mentorship of at least 10 research leaders is devised and embedded into our career progression support framework.	CARRIED FORWARD: See progress update shown in Clause 2.3 for this action. New Action: We will review our ECR pilot mentoring programme and consider the needs of our research leaders and aspiring research leaders with regard to mentoring.
New Action	Responsibility	Timescale	Measure of Success	Progress Update
Support research leaders to act as mentors for other Researchers. (Clause 2.3)	HRS/RIDO	December 2020 July 2021	A cohort of at least 10 research leaders are trained in how to act as mentors. At least 10 staff mentoring relationships are in place. Mentee career development progression is monitored and baseline metrics	CARRIED FORWARD: See progress update shown in Clause 2.3 for this action. New Action: We will review our ECR pilot mentoring programme and consider the needs of our research leaders and aspiring research leaders with regard to mentoring.

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			established through quantitative and qualitative metric analysis (e.g. number of journal submissions, promotions, grants funded).	
New Action	Responsibility	Timescale	Measure of Success	Progress Update
Deliver mentor and mentee training for researchers. (Clause 2.3)	HRS/RIDO	September 2020	Training delivered. 100% of staff in mentoring relationships have completed training programmes on mentorship as either mentors or mentees.	CARRIED FORWARD: See progress update shown in Clause 2.3 for this action. New Action: We will review our ECR pilot mentoring programme and consider the needs of our research leaders and aspiring research leaders with regard to mentoring.

Clause 3.8

Employers also should provide a specific research career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers. All researchers should be familiar with such provisions and arrangements.

Action	Responsibility	Timescale	Measure of Success	Progress Update
Develop researcher development programmes for different career stages (ECR, Mid-Careers and Profs and Readers).	HRS/RIDO	April 2020	Defined programmes are developed and accessible from the RIDO website. Researchers are able to navigate and use the information to build towards a desired researcher	PARTIALLY COMPLETED: We currently run an extensive researcher development programme and in 2019/20 offered 90 face to face workshops and 71 E-learning and further offerings from other ARU providers. 2020/21 we have offered 47 online live workshops and will have offered ~65 by the end of July 2021 and an additional 50 E-learning offerings. All our workshops are mapped to the respective target audience (staff

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			development programme with training and development sessions apparent for each stage. Increase in staff engaging in career development sessions with mentors appropriate for desired programmes.	at different career stages can identify if sessions are suitable for their career stage) and the Researcher Development Framework (RDF). This action was partially completed as we did not get to the stage of presenting an alternative view of this content so that colleagues could view a subset of sessions fitting their career stage. Furthermore, following a broadening of the membership of the RDWG and a further maturing in our understanding around our researchers' development and needs through their input it became apparent that our researchers do not necessary fit these pre-defined ideas of set career stages and that categorising in this way may not be helpful given the different strengths and development needs of individuals regardless of their career stage. New action: We will review the take up of our research development programme, review appraisal and IRR data and reflect on the feedback from our CEDAR Survey to identify researcher development needs and the most effective way to ensure colleagues have opportunities for their development that best suit them. (See PCDI4 and PCDM5 in 2021-2023 Action Plan)
Action	Responsibility	Timescale	Measure of Success	Progress update
Review the participation of staff of different career stages in the researcher development programmes.	HRS/RIDO	July 2021	Review completed. Increase in staff engaging in specific career development programmes is observed. Feedback from researchers using the programmes shows training and development activities	NOT COMPLETED: As stated above the action of articulating a specific programme by career stage was not completed so no review occurred.

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			attributed to each programme are accurate and supportive.	
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Clause 4.4 (13) Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation and management committees.

New Action	Responsibility	Timescale	Measure of Success	Progress Update
Review terms of membership of University Research and Innovation committees to ensure ECR representation.	RIDO	July 2020	Review completed and terms of membership on committees show inclusion of ECR representation where appropriate. Where this has not been implemented changes are recommended and acted upon.	<p>COMPLETED: We reviewed ECR terms of membership of university committees in March 2021 and found that only the University Research and Innovation Committee formally required the presence of an ECR. As a result, we are seeking increased formal involvement of ECRs on relevant committees to support their development and ensure their views are heard at Faculty and University level. This will help address the view expressed in our CEDAR survey result which showed that 62% of respondents (n=56) wanted to participate in institutional policy and decision making.</p> <p>We also reviewed the actual presence of ECRs on university committees and found the ECR voice was well represented. ECR representation was generally good with, for example, 5 of the 12 elected faculty representatives on Senate are ECRs in 2020-21, and ECRs sit on Research and Innovation Committee, Research Ethics Committee, Education Committee, and most Faculty Research and Innovation Committees. However, this is, to some extent, serendipitous.</p>

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New Action	Responsibility	Timescale	Measure of Success	Progress Update
Review uptake of ECR positions on Research and Innovation Committees.	RIDO	July 2021	Review completed and ECR uptake monitored yearly. Target baseline for uptake of ECR positions is 75%.	COMPLETED: We found that uptake of ECRs of the Committees on which they are formally presented is 100% and that we have a greater presence in practice of ECRs on formal committees than the terms of reference require.

Clause 4.5 (14)

Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.

New Action	Responsibility	Timescale	Measure of Success	Progress Update
Revise our approach for mentoring researchers.	HRS/RIDO	April 2020	Mentoring programme is evaluated and revised. A new programme supporting at least 10 research leaders to act as mentors for researchers is devised. The mentoring programme is more inclusive matching the correct mentors with mentees. Along with 1-2-1 mentoring, group mentoring is available especially where the number of mentors in specific areas is limited. The new mentoring programme is embedded into our career progression support framework.	<p>COMPLETED: We focused on revising our approach to mentoring initially with the development of a new pilot programme to support for mentoring of Early Careers Researchers (ECRs). This was aligned to support our commitments in our “ARU ECR Charter” and to offer further development opportunities to researchers who would benefit from acting as mentors in the programme. Mentoring provision was revised through a mentoring subgroup of the RDWG. A 6 month, ECR pilot programme supporting mentorship of 20 ECRs and their mentors (15 mentors) was initiated in February 2021. Following an evaluation of the ECR pilot programme in October 2021, if it is favourable, we will look to expand this pilot mentoring programme as a model to support other research staff groups including our newly defined “research leaders”.</p> <p>NEW ACTION: Evaluate the implementation of the ECR pilot mentoring programme (see Section PCDI3, PCDM2, and PCDR2 2021-2023 action plan).</p>

				NEW ACTION We will evaluate whether to roll out the mentoring programme to other staff groups in 2021-2023. (see Section PCDI3, PCDM2, and PCDR2 2021-2023 action plan).
New Action	Responsibility	Timescale	Measure of Success	Progress update
Support researchers to act as mentors for other researchers.	HRS/RIDO	September 2020	A cohort of at least 10 researcher mentors and mentee relationships will be established. Successful staff mentoring relationships will be in place. 100% of staff in mentoring relationships will have completed training programmes on mentorship as either mentors or mentees.	<p>COMPLETED: The pilot ECR mentoring programme initially recruited 42 staff (20 ECRs and 22 Mentors) who were given a 2hr mentoring masterclass in developmental mentoring before entering the pilot programme. 20 mentoring pairs were successfully matched through submitted matching profiles and matched by the mentoring programme coordinator and a mentoring subgroup panel. Further mentoring training and support will be offered 3 months into the 6-month pilot programme (June 2021) for both mentors and mentees. The pilot programme will complete October 2021.</p> <p>NEW ACTION: Evaluate the implementation of the ECR pilot mentoring programme (see Section PCDI3, PCDM2, and PCDR2 2021-2023 action plan).</p>

D: RESEARCHERS' RESPONSIBILITIES

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning

Clause 5.3

Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge

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Action	Responsibility	Timescale	Measure of Success	Progress Update
Continue to monitor research integrity through the Research Integrity Working Group (RIWG), Research and Innovation Committee (RIC) and the Research Ethics Committee.	RIDO	Annually in December 2019	Annual reports prepared and presented to the Board of Governors.	<p>COMPLETED: Our Research Integrity Working Group (RIWG) continues to meet twice annually. The group is chaired by the Director of the Research and Innovation Development Office (RIDO) and members consist of Deputy Deans for Research, research staff, HR and RIDO. We have also now recruited two postgraduate research students.</p> <p>The group discusses ways to embed research integrity within ARU and measures compliance with and reports on it, as below.</p> <p>We continue to produce an Annual Statement for Research Integrity, which is submitted to our Board of Governors and then made available on our website at:</p> <p>https://aru.ac.uk/research/research-environment/research-ethics-and-integrity/research-integrity</p> <p>Our gap analysis and action plan to measure compliance with the <i>Concordat to Support Research Integrity (2019)</i> is reviewed at each meeting and updated as required.</p> <p>We discuss compliance rates with the mandatory research integrity (concise) course in Epigeum for academic staff engaged with research, and any measures required to improve this.</p> <p>All key proposals and initiatives are approved by the Research and Innovation Committee, as the 'parent' committee.</p>

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Action	Responsibility	Timescale	Measure of Success	Progress Update
Provide research integrity training for all research-active academic staff.	RIDO	Review annually December 2019	Participation of research-active academic staff in research integrity training programme	<p>COMPLETED: We provided core research integrity training for all new research-active academic staff through online training delivered by Epigeum. In 2019, we extended this action, making completion of training in research integrity compulsory for all research active staff. Completion of this training is monitored on an ongoing basis by the Research Integrity Working Group.</p> <p>We introduced 'face-to-face' training for staff (via Teams, due to Covid-19) in 2020, to supplement the online training. These sessions covered the <i>Concordat to Support Research Integrity (2019)</i> and provided a forum to discuss issues relating to research integrity. The training was very well attended and generated much discussion. We will continue to offer face to face sessions on Research Integrity annually.</p> <p>In addition, we asked UKRIO to run a session for key staff in carrying out research misconduct investigations. This took place in February 2021. Research misconduct incidents and the outcome of these are discussed (these are also reported at the Research Ethics Committee).</p>
New Action	Responsibility	Timescale	Measure of Success	Progress update
Monitor uptake of research integrity training.	RIDO	January 2020 December 2020	Metrics show 90% of new staff to have completed the research integrity	COMPLETED: We have reviewed the uptake of research integrity training regularly. Metrics show that although progress has been made we need to continue to ensure a higher % of new staff complete the research integrity training within their probation period. We also need to

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			<p>training within their probation period.</p> <p>Of existing staff, 60% to have completed the research and integrity training by December 2020.</p>	<p>continue to ensure that a greater number of existing staff complete the research and integrity training.</p> <p>NEW ACTION: Continue to monitor uptake of research integrity training increasing completion rates to 90% for new staff and 60% for current staff (see section ECI5 in 2021-23 Action Plan).</p>
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E: DIVERSITY AND EQUALITY

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Clause 6.5

It is important for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently

Action	Responsibility	Timescale	Measure of Success	Progress Update
Develop a baseline by measuring the number of flexible working appointments made as a result of us adopting the 'happy to talk' flexible working logo and continue to monitor.	HRS	Annually in August	Baseline developed and used to inform monitoring of flexible working appointments.	NO LONGER APPLICABLE: Whilst we still allow staff to request formal flexible working we have moved to agile ways of working, staff now have more control and autonomy over how and when their work is completed and in the most part can adjust their work pattern to better balance their work and personal lives.

Clause 6.7

Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is 'representative' will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below

Action	Responsibility	Timescale	Measure of Success	Progress Update
Monitor progress against our ED&I objectives (2016-2020)	HRS	Annually in August	ED&I objectives are met. Deliver and meet targets in the action plan.	<p>COMPLETED: We completed against the EDI objectives 2016-2020 which were reviewed by Equality, Diversity and Inclusion group (EDIG). New ED&I objectives 2021-2025 were set and published, identifying new Key Performance Indicators (KPIs).</p> <p>New Action We are preparing a submission to the Advance HE Race Equality Charter Award and will seek to achieve it by December 2022 (See EC14 on 2021-23 Action Plan)</p>

Glossary

ATHENA SWAN	see http://www.athenaswan.org.uk
AURORA	see Aurora Advance HE (advance-he.ac.uk)
ECR	Early Career Researcher
ED&I	Equality, Diversity and Inclusion

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EDIG	Equality, Diversity and Inclusion Group
HRS	Human Resource Services
KPIs	Key Performance Indicators
RDWG	Researcher Development Working Group
REF	Research Excellence Framework
RIDO	Research, Innovation and Development Office
RIWG	Research Integrity Working Group