The University of Plymouth first achieved the HR Excellence in Research Award on 5th September 2011 which is successfully renewed every two years. This Award reflects our commitment to the principles of the Concordat to Support the Career Development of Researchers.

Following the initial award in 2011, the HR Excellence in Research Steering Group was established to review, update and progress our ongoing commitments. This steering group currently comprises the Deputy Vice-Chancellor Research and Enterprise, Researcher Development Manager, Senior HR Partner (Human Resources) and current Research Staff members representing the Research and Innovation Committee, Senate, Doctoral College Board, REF Steering Group, the Researcher Forum and, the wider community of researchers at the University of Plymouth.

The Researcher Development Concordat has three defining principles covering Environment and Culture, Employment, and Professional and Career Development.

The following Action Plan details our work in supporting Researchers at the University of Plymouth for 2019-2021.

### Environment and Culture

**Excellent research requires a supportive and inclusive research culture**

Healthy working environments attract and develop a more diverse workforce, impact positively on individual and institutional performance, and enhance staff engagement. This Principle recognises that a proactive and collaborative approach is required between all stakeholders, to create and develop positive environments and cultures in which all researchers can flourish and achieve their full potential.

<table>
<thead>
<tr>
<th>Participation in decision-making bodies</th>
<th>Actions and Success Measures</th>
<th>Lead</th>
<th>Date</th>
<th>New Concordat</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of University-level Research Staff representatives has increased from two to four including appointed members on: The Research and Innovation (R&amp;I) Committee; Senate; REF Steering Group, and the Doctoral College Board. Research Staff representatives were first appointed to the Doctoral College Board and the REF Steering Group in March 2018. All Research Staff</td>
<td>1. Research Staff representatives to attend/report to R&amp;I Committee, Senate, REF Steering group and, Doctoral College Board meetings in 2019-2020 and 2020-2021. Research Staff representatives to attend/report Researcher Forum meetings in 2019-2020 and 2020-2021; provide consultation and communications for the research staff community and maintain an equal input into the HR Excellence in Research award. <a href="https://www.plymouth.ac.uk/research/early-career-research/researcher-forum">https://www.plymouth.ac.uk/research/early-career-research/researcher-forum</a></td>
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</table>
representatives continue to provide representation and reporting between the R&I Committee, Senate, Doctoral College Board, REF Steering Group, Researcher Forum and HR Excellence in Research Steering Group.

The Faculty of Arts, Humanities and Business established an Early Career Researchers Forum with meetings held on 4th December 2018 and 20th March 2019. These lunchtime forums are open to staff and PhD students who are looking to grow and develop their research and access opportunities to network and collaborate. Initial meetings included members from the Schools of Art, Design and Architecture and, Humanities and Performing Arts. In 2019 membership of the Faculty of Arts, Humanities and Business Early Career Researchers Forum will additionally include the Plymouth Institute of Education and, the Plymouth Business School.

Update September 2021

Research staff representatives have continued to participate in all meetings for the R&I Committee, Senate, REF Steering Group and Doctoral College Board held in 2019-2021 and Research Staff updates are standing agenda items. The University Research Staff representatives work with the Concordat Working Group as a conduit for the Researcher Forum and wider research staff community through sharing updates and developments, raising issues and opportunities and consultation on the Concordat and other research staff matters.

Research Staff representatives have actively communicated and encouraged members of the research staff community to participate in the CEDARS survey and response rates have increased to 30% (2020) and 32% (2021) compared with 20% (CROS 2019).

Five University Researcher Forum meetings were held between 2019 – 2021:

- 5th and 6th February 2020 “The new Researcher Development Concordat” consultation sessions
- 19th May 2020 “Interdisciplinary and Collaborative research opportunities”
- 2nd July 2020 “A focus on business collaboration”
- 9th November 2020 “NIHR funding and the Research Design Service”

The impacts of the University Researcher Forum events have enabled researchers to:

i. Acquaint themselves with, and recognise the significance of, the aims and objectives of the Concordat and the commitment of the University as a signatory.

ii. Participate in Concordat consultation including identifying priorities for researchers and the HR Excellence in Research action plan 2021-2023.
### iii. Enhance their own networks and receive support through University channels including industry collaboration, enterprise solutions, KTPs and funding.

[https://www.plymouth.ac.uk/research/early-career-research/researcher-forum](https://www.plymouth.ac.uk/research/early-career-research/researcher-forum)

#### 2. Research Staff representatives to contact Faculties and Schools to establish a contact list of Faculty/School Research Staff representatives by December 2019.

A contact list of University, Faculty and School Research Staff representatives will be used to enable wider communications/dissemination of events, initiatives, consultation, training and support for researchers for example: working towards increasing accessibility and attendance at training by 5%; increasing CROS response rates by 10% and; increasing awareness of initiatives for Researchers ie, the Concordat, HR Excellence in Research Award by 5%.

**Success measures:**

i. Research Staff representatives to contact Faculties and Schools to establish a contact list of Faculty/School Research Staff representatives by December 2019.

### Update September 2021

Faculty-facing ECR Forums have been established for all three faculties (Health - FoH; Science and Engineering - FoSE; and Arts, Humanities and Business - FoAHB). The Faculty ECR Forums have created contact lists and channels of communications for representatives and members. The impacts of wider communications will be linked to the Faculty ECR Forums which will continue to be conduits for information, consultation, representation, career development and support for researchers aligned with each Faculty ECR Forum.

[https://www.plymouth.ac.uk/research/early-career-research](https://www.plymouth.ac.uk/research/early-career-research)

ii. We will work towards increasing Research Staff accessibility and attendance on the Researcher Development Programme (RDP) by 5%; increasing CROS response rates by 10% and; increasing awareness of initiatives for Researchers ie, the
Concordat, HR Excellence in Research Award by 5% by July 2021.

CEDARS 2020 will replace the CROS and PIRLS surveys. CEDARS is included as an agenda item for 2019-2021 with participation, response rates and feedback reviewed alongside impacts of COVID. CEDARS to be administered by 31 July 2020.

**Update September 2021**

**RDP engagement by Research Staff**

**2018-2019 RDP engagement:**
166 sessions were attended by 119 research staff
(EDI data: 101 sessions attended by 67 female staff and 65 sessions attended by 52 male staff).

**2019-2020 RDP engagement:**
178 sessions were attended by 83 research staff
(EDI data: 147 sessions attended by 52 female staff and 71 sessions attended by 31 male staff).

COVID impacted on the total number of Research Staff employed on FTCs and the availability of some Research Staff to undertake training in 2019-2020.

**2020-2021 RDP engagement:**
236 sessions were attended by 127 research staff
(EDI data: 190 sessions attended by 81 female staff and 92 sessions attended by 46 male staff).

By comparison in 2020-2021 the number of Research Staff on FTCs accessing RDP sessions increased by 6% and the number of sessions attended increased by 30% compared with 2018-2019. During 2020-2021 the RDP and FoH ECR Forum co-delivered career development sessions and policy workshops for researchers which has increased overall engagement of Research Staff on the RDP.

The University administered CEDARS in 2020 and 2021. Research Staff representatives have actively communicated and encouraged members of the research staff community to participate in the Doctoral College
CEDARS survey and response rates have increased to 30% (2020) and 32% (2021) compared with 20% (CROS 2019).

Knowledge and understanding of the Concordat to Support the Career Development of Researchers has increased from CROS 2019 (UoP 59.26% sector 42.52%) compared with CEDARS 2020 (UoP 64.84% sector 57.90%), CEDARS 2021 (UoP 60.50% sector 56.72%).

Knowledge and understanding of the European HR Excellence in Research award has increased from CROS 2019 (UoP 40.75% sector 40.11%) compared with CEDARS 2020 (UoP 43.93% sector 46.30%), CEDARS 2021 (UoP 47.26% sector 44.61%),

Overall, knowledge and understanding of the Concordat to Support the Career Development of Researchers has increased by 5.58% (CEDARS 2020 and 1.24% (CEDARS 2021).

Overall, knowledge and understanding of the European HR Excellence in Research award has increased by 3.18% (CEDARS 2020) and 6.51% (CEDARS)

FoAHB ECR Forum to expand membership to include the Plymouth Institute of Education and, Plymouth Business School by December 2019.
Membership of the FoAHB ECR Forum to increase from two schools to four, including the Schools of Arts, Design and Architecture and, Humanities and Performing Arts; Plymouth Institute of Education; Plymouth Business School by December 2019.

**Success measures:**
FoAHB ECR Forum to expand membership to include the Plymouth Institute of Education and, Plymouth Business School by December 2019.

**Update September 2021**

FoAHB ECR Forum

Organisation
The network activities are co-ordinated at Faculty level by an early career researcher who works in partnership with ECR representatives from the Schools, with support from research staff and senior researchers. Initially,
The network is informal and inclusive and welcomes people who self-identify as early-stage researchers, including doctoral students and academic staff in the early, ‘transitional’ stage of their career and research staff on fixed term contracts.

**Communication**

Group email from network co-ordinator to all Faculty academic staff, PhD students, research staff on fixed term contracts, with a reminder email sent nearer the event date or deadline for responses. ECR reps and senior research staff facilitate communication and engagement of ECRs within their School via email and word of mouth.

ECRs contact the network co-ordinator by email to seek advice and guidance: for example, on the choice of research mentor and/or information about a specific form of training to advance the ECR’s research career.

The network co-ordinator and ECR reps are in regular email contact, with termly meetings via Zoom and/or in person. The network co-ordinator liaises directly with Faculty research administrators and senior researchers and the Doctoral College Researcher Development Manager; the network co-ordinator is a member of the Faculty Postgraduate Committee and provides a report on ECR matters at the committee meetings (3 times a year, reports available via the SharePoint site).

### Researcher Forum

<table>
<thead>
<tr>
<th>Researcher Forum</th>
<th>1. CROS 2019 findings, the HR Excellence in Research award review and, consultation with the Research Staff representatives will guide the development of the Researcher Forum meetings for 2019-2020 and 2020-2021. 3 Researcher Forum meetings will be delivered in 2019-2020 and 2020-2021. <a href="https://www.plymouth.ac.uk/research/early-career-research/researcher-forum">https://www.plymouth.ac.uk/research/early-career-research/researcher-forum</a> Success measure: 3 Researcher Forum meetings will be delivered in 2019-2020 and 2020-2021. CEDARS 2020 will replace the previous CROS and PIRLS surveys. CEDARS is included as an agenda item for 2019-2021</th>
<th>July 2021</th>
<th>Complete</th>
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<tbody>
<tr>
<td>Five Researcher Forum meetings were held 2017-2019:</td>
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<tr>
<td>• 6th December 2017 - Careers in Research Online survey findings (led by the Doctoral College).</td>
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<tr>
<td>• 8th March 2018 - Recognition and Value focus group (led by HR).</td>
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<td>• 20th June 2018 - Managing your career: for researchers (led by HR).</td>
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</tbody>
</table>
- 21st November 2018 - PDR feedback and discussion on experiences (led by HR).
- 10th May 2019 - REF update (led by DVC Research and Enterprise).

Researcher Forum meetings are attended by DVC RE, Research Staff representatives, research staff, PIs and, staff supporting researchers. Research Staff representatives provide updates from University committees at all Researcher Forum meetings. The meetings represent a University-wide approach to engaging with and supporting researchers.

**Update September 2021**

Five University Researcher Forum meetings were held between 2019 – 2021:

- 5th and 6th February 2020 “The new Researcher Development Concordat” consultation sessions.
- 19th May 2020 “Interdisciplinary and Collaborative research opportunities”.
- 2nd July 2020 “A focus on business collaboration”.
- 9th November 2020 “NIHR funding and the Research Design Service”.

The impacts of the University Researcher Forum events have enabled researchers and staff supporting researchers to:

i. Acquaint themselves with, and recognise the significance of, the aims and objectives of the Concordat and the commitment of the University as a signatory.

ii. Participate in Concordat consultation including identifying priorities for researchers and the HR Excellence in Research action plan 2021-2023.

iii. Enhance their own networks and receive support through University channels including industry collaboration, enterprise solutions, KTPs and funding.

3 Faculty-facing ECR Forums have been established including:

i. Arts, Humanities and Business (2018);
ii. Health (2020);

The Faculty of Arts, Humanities and Business Early Career Researcher Network is dedicated to providing support and guidance to the diverse range people within the Faculty who self-identify as early-stage researchers, including doctoral students and academic staff in the early, ‘transitional’ stage of their career and research staff on fixed term
The network has evolved in response to the needs of early career researchers from a wide range of disciplines within the Faculty. Open forum events held online via Zoom and/or in person share information and provide opportunities for networking and discussion, and offer guidance on career development and training. The network’s focus is on sharing experiences and promoting interdisciplinary discourse to enable the ECRs within our Faculty to grow their research and become confident independent researchers.

Communication

Group email from network co-ordinator to all Faculty academic staff, PhD students, research staff on fixed term contracts, with a reminder email sent nearer the event date or deadline for responses. ECR reps and senior research staff facilitate communication and engagement of ECRs within their School via email and word of mouth.

ECRs contact the network co-ordinator by email to seek advice and guidance: for example, on the choice of research mentor and/or information about a specific form of training to advance the ECR’s research career.

The network co-ordinator and ECR reps are in regular email contact, with termly meetings via Zoom and/or in person. The network co-ordinator liaises directly with Faculty research administrators and senior researchers and the Doctoral College Researcher Development Manager; the network co-ordinator is a member of the Faculty Postgraduate Committee and provides a report on ECR matters at the committee meetings (3 times a year, reports available via the SharePoint site).

Organisation

The network activities are co-ordinated at Faculty level by an early career researcher who works in partnership with ECR representatives from the Schools, with support from research staff and senior researchers. Initially, the network covered ECRs in the School of Art, Design and Architecture, and the School of Humanities and Performing Arts. It was expanded to include ECRs in the School of Law, Criminology and Government, Plymouth Business School, Plymouth Institute of Education and Faculty research staff on fixed term contracts in 2020.

The network is informal and inclusive and welcomes people who self-identify as early-stage researchers, including doctoral students and
Consultation
ECR forum attendees are sent a questionnaire (via Survey Monkey) after each event to capture feedback and shape the programme of future activities. ECRs also send feedback by email to the network co-ordinator and their ECR rep. ECR reps consult with ECRs within their School, the Doctoral College rep consults with Faculty ECR research staff on fixed term contracts.

Emails are sent to all ECR academic and research staff and PhD students in the Faculty to seek their views on specific topics: for example, about perspectives on the recent Research Assessment Framework (REF 2021) so the Faculty co-ordinator could collate and represent a range of views and experiences at Research England’s Future Research roundtable consultation event on the future of research assessment (June 2021), which the rep attended on behalf of the University as a member of the UK Research and Innovation (UKRI) ECR Forum.

Activities
Forums have featured a talk by a guest speaker, such as a professor selected for their research leadership, academic successes achieved with a ‘work/life balanced’ environment and impactful research, followed by a Q&A discussion. The forums are dedicated to a particular theme, such as ‘creating time for our research’.

Forums also include presentations on research by ECRs: for example, on the development of an ‘education and health’ Knowledge Exchange project. Refreshments are provided at in-person events to facilitate informal networking. The Covid-safe Zoom forums in 2020 and 2021 have attracted over 50 participants and allow a lively chat discussion to run alongside the main ‘live’ event in which ideas and views can be exchanged, resources shared, contacts made, and questions asked. The network co-ordinator and research administrator respond by email to all queries in the chat that remain unanswered by the end of the session.

Planning
The network co-ordinator meets regularly with the ECR reps to provide updates, share ideas, discuss issues arising and plan activities. In addition, the co-ordinator consults with senior researchers and research
administrators and the Doctoral College Researcher Development Manager for additional input and support.

Web presence
Currently developing the Faculty ECR page and online resources for the University’s Early Career Research ‘on-stop shop’ website: https://www.plymouth.ac.uk/research/early-career-research

In addition to the email address of the network co-ordinator, information will include contact details for the Faculty ECR reps for the Schools and the Doctoral College, details of forums, training and other activities and opportunities for ECRs within the Faculty.

Crossover representatives
A volunteer ECR rep, who is a part-time lecturer and fixed-term researcher, appointed (May 2021) to work with the Faculty of Science and Engineering ECR committee on behalf of the Faculty of Arts, Humanities and Business, to share opportunities with ECRs cross-faculty and develop events, support, resources and further representation for ECRs.

Researchers accessing FoAHB ECR events have indicated the impact of this training/support:

“I met people from outside my area with whom I have things in common, and these connections make me feel more grounded in the University - it can feel ‘silied’ and sometimes quite lonely, as the focus is so much on one’s ‘local area’. The professorial talk was excellent and very inspiring: [the professor] was very generous and open in sharing her ‘journey’ as a researcher and academic, and sharing her tips for success! Also, it was great to then hear about the development of a new collaborative project from 2 ECRs, which is growing from their shared interests”.

“It was great to meet other ECRs at yesterday’s event who are not in my School, and whom I am unlikely to meet outside of events such as this. I felt like we were a critical mass and it was good to share synergies and common interests across the discipline boundaries. I think this is very useful in supporting the development of multi- and inter-disciplinary research, which is so important in generating new ways of thinking and doing - this is vital to addressing and (hopefully) overcoming the significant challenges we face in our world today”.

Researchers accessing FoAHB ECR events have indicated the impact of this training/support:
“The ECR faculty-wide initiative is something different, something more... and it has a lot of potential. There was a feeling of great positivity ... at the end of the ECR forum yesterday - a group feeling that we were part of a research community and that we mattered - and that there was a future”.

The Faculty of Health ECR group convened in 2020 as a network of 12 members across the FoH, Plymouth Institute of Health Research, Doctoral College and Faculty of Arts, Humanities and Business.

The group aims and priorities include:

i. Identifying the priorities of Health-related researchers,
ii. Establishing the FoH ECR Forum, the Health ECR Committee and Terms of Reference,
iii. Planning Forum events and collaborative events with the Plymouth Institute of Health Research,
iv. Establishing channels of communication, and the development of a web presence and online career development resources at: https://www.plymouth.ac.uk/research/early-career-research

Six Health ECR Forum events were held between 2020 – 2021:

- 7th December 2020 ‘launch event and consultation on priorities for Health-aligned researchers – the themes ‘impact’ ‘representation’ and ‘career development’ were identified.
- 25th and 26th March 2021 Policy Impact Workshops ‘Understanding policy and introduction to policy brief writing for ECRs’.
- 21st and 22nd April 2021 ‘Understanding the Whitehall civil service machine & policy making process for ECRs’.
- 15th July 2021 ‘Simple steps towards developing your research career’ and the ‘Health ECR Forum Committee call for nominations’.

Researchers accessing FoH ECR events have indicated the impact of this training/support:
"I gained really practical advice and knowledge; it definitely lowered the abstractness that policy impact has had for me. The last part about how to make contact was especially helpful – this is something that a lot of academics do not know".

"Start thinking about impact a lot earlier, the exercise is helpful also to articulate what it is that is important about your own research (which helps in confidence etc.)".

"I’ve always tried to get my team to think about impact of our work but now I have practical suggestions that we can work from".

"I think this workshop links in well with the importance of using patient/public involvement in research as it helps researchers to develop the skills needed to disseminate their work in non-academic language. This will help with writing impact statements for proposed policy changes”.

<table>
<thead>
<tr>
<th>The Faculty of Science and Engineering ECR Forum Committee has commenced start-up meetings in June and July 2021. The Committee aims and priorities include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Communication. MS Teams group to include all ECRs across the Faculty; School ECR representatives added as owners of the MS Teams group; develop space for questions, discussions and resources. Mailing lists including identifying existing lists and new lists to ensure dissemination of communications across-Faculty.</td>
</tr>
<tr>
<td>ii. Consultation. Survey sent via MS Teams group to Faculty ECRs to identify ECR needs.</td>
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<tr>
<td>iii. Activities. Planning and development of workshops and events to support ECRs.</td>
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<tr>
<td>iv. Strategic Research Institutes. Identifying collaborative events/support between The Marine Institute and Sustainable Earth Institute and the Faculty of Science and Engineering ECR Forum.</td>
</tr>
<tr>
<td>v. Web presence including developing the Faculty-related ECR page <a href="https://www.plymouth.ac.uk/research/early-career-research">https://www.plymouth.ac.uk/research/early-career-research</a></td>
</tr>
</tbody>
</table>
vi. Faculty crossover representatives. Identifying representative opportunities for Science and Engineering ECRs to work with the FoAHB and FoH ECR Forums.

vii. FoSE ECR Forum launch event.

The impact of establishing ECR Forums for all 3 Faculties has led to further expansion and opportunities for research staff representatives through **“Faculty crossover representatives”**. The Faculty crossover reps provide an excellent opportunity for researchers who are interested in developing their experience/research beyond their Faculty network. The Faculty crossover reps take part in ECR Committee discussions, representation and the development of events, support and resources for ECRs. Their roles include:

- Join and participate in discussions for the Faculty ECR Committee meetings.
- Share updates from these meetings back to their home Faculty ECR Forum, virtually/face-to-face or via emailed updates.
- Communications between ECR Committees/groups including: forwarding invitations/advertising events and sharing opportunities for ECRs.
- Dependent on availability the crossover rep may wish to additionally take part in the development of events, support, resources and further representation for ECRs.

**Participation in feedback**

The response rate for CROS decreased from 33% (2017) to 20% (2019). The timings for CROS 2019 were concurrent with a University-wide restructure and voluntary leaving scheme.

CROS will next be administered in 2021. A robust response rate is essential to provide CROS feedback that is both representative and appropriate to the needs of Research Staff.

CROS 2019, even though associated with lower response rate, has generated essential and important findings for 2019 – 2021.

<table>
<thead>
<tr>
<th>1. Doctoral College to work with the University, Faculty and School Research Staff representatives to work towards a 10% increase in CROS survey response rates by June 2021. <strong>CEDARS 2020 will replace the previous CROS and PIRLS surveys. CEDARS is included as an agenda item for 2019-2021 with participation, response rates and feedback reviewed alongside impacts of COVID.</strong></th>
</tr>
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<tbody>
<tr>
<td><strong>Success measures:</strong></td>
</tr>
<tr>
<td>i. <strong>CEDARS to be administered to Research Staff and Managers of Researchers by 31 July 2020.</strong></td>
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<tr>
<td>ii. <strong>We will work towards a 30% response rate for CEDARS by 31 July 2020.</strong></td>
</tr>
</tbody>
</table>

**Update September 2021**

<p>| Participation in Feedback | 1. Doctoral College to work with the University, Faculty and School Research Staff representatives to work towards a 10% increase in CROS survey response rates by June 2021. <strong>CEDARS 2020 will replace the previous CROS and PIRLS surveys. CEDARS is included as an agenda item for 2019-2021 with participation, response rates and feedback reviewed alongside impacts of COVID.</strong> | DVC Research and Enterprise, Research Staff representatives, Doctoral College | July 2020 | Complete |</p>
<table>
<thead>
<tr>
<th>Planning including:</th>
<th>Doctoral College, Researcher Forum, HR, E&amp;D, Faculties/Schools, Research and Innovation Committee.</th>
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</table>

Research Staff and Managers of Researchers participated in CEDARS with 54.12% (CEDARS 2020) and 57.34% (CEDARS 2021) of the total responses made from Managers of Researchers including Research Fellows, Senior Research Fellows, PIs and other Research Leaders. This indicates a significant engagement with CEDARS from Managers of Researchers.

The University administered CEDARS in 2020 and 2021. Research Staff representatives have actively communicated and encouraged members of the research staff community to participate in the CEDARS survey and response rates have increased to 30% (2020) and 32% (2021) compared with 20% (CROS 2019).

2. CROS 2019 findings and HR Excellence in Research Action Plan to be disseminated to Doctoral College, Researcher Forum, HR, E&D, Faculties/Schools, Research and Innovation Committee by December 2019. We will work towards a 5% increase in Research Staff awareness of the HR Excellence in Research award (HREiR) by June 2021.

CEDARS 2020 will replace the previous CROS and PIRLS surveys. CEDARS is included as an agenda item for 2019-2021 with participation, response rates and feedback reviewed alongside impacts of COVID.

**Success measure:** We will work towards a 5% increase in Research Staff awareness of the HR Excellence in Research award by 31 July 2020.

**Update September 2021**

CROS 2019 findings were incorporated in the HREiR Action plan 2019 – 2021 and were reviewed by the Concordat Working Group and Doctoral College for Researcher Forum activities. Based on the low responses for CROS 2019, the introduction of the new Concordat signalled an opportunity to further consult with the Research Staff community through the Researcher Forum meetings 5th and 6th February 2020 ‘The new Researcher Development Concordat’ consultation sessions and consultation survey.

<table>
<thead>
<tr>
<th>Action</th>
<th>DVC Research and Enterprise, Research Staff representatives, Doctoral College</th>
<th>Status</th>
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<tr>
<td></td>
<td></td>
<td>July 2020 Complete</td>
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</table>
The Concordat consultation events and survey focussed on four key areas:

1. What are the priorities for you or other researchers?
2. Can you give any examples of professional development that you or other researchers have undertaken, or would like to undertake?
3. Could you share any ideas/suggestions you have that may enable opportunities for researchers?
4. Do you have any concerns, uncertainty or require clarification on any aspect of the Concordat for you or other researchers?

Some main themes emerging from this consultation related to:

1. Research management and leadership including, workloads, recognition and value, and support.
2. Career development including, career progression and job security.
3. ECR groups and opportunities for interdepartmental networking.
4. Concerns relating to contracts and job security, funding, and institutional change.

Following the Concordat consultation, the University Researcher Forum hosted events around the themes of interdisciplinary and collaborative research, and funding, including:

- 19th May 2020 “Interdisciplinary and Collaborative research opportunities”.
- 2nd July 2020 “A focus on business collaboration”.
- 9th November 2020 “NIHR funding and the Research Design Service”.

Following the Concordat consultation, the establishment of the FoH ECR Forum (2020) and FoSE ECR Forum (2021) have provided further opportunities and support for researchers including access to training and support, and additional opportunities for researchers to undertake representative roles. Career development sessions for research staff have been introduced in 2020-2021 as part of the Researcher Development Programme and the Health ECR Forum. Managers of Researchers and Research leaders have been included in CEDARS 2020 and 2021 and training for Managers has been identified as a priority for
the 2021-2023 action plan. The HR review of FTCs has been carried over to the 2021-2023 action plan.

Knowledge and understanding of the European HR Excellence in Research award has increased from CROS 2019 (UoP 40.75% sector 40.11%) compared with CEDARS 2020 (UoP 43.93% sector 46.30%), CEDARS 2021 (UoP 47.26% sector 44.61%), Overall, knowledge and understanding of the European HR Excellence in Research award has increased by 3.18% (CEDARS 2020) and 6.51% (CEDARS 2021).

<table>
<thead>
<tr>
<th>Women’s network and EDI</th>
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<tbody>
<tr>
<td>The Women’s network have offered staff/PGRs a variety of social, networking, personal development and academic events over the last two years. Communications were improved with the inclusion of a website and Facebook page. Activities included: female only media training sessions aimed at developing skills and confidence in terms of working with the media, as identified by Women’s network members, particularly in STEMM subjects. Lunch-time sessions were run including carers and careers, with guest speakers researching in the field and covering a range of topics including carers and careers, unconscious gender bias and a focus on career conversations. An average 20 staff/PGRs attended each session. The sessions were recorded for people to access at their convenience. This lecture series has now come to a close, however a key action learnt from it is the importance of launching a ‘Parents and Carers Staff Network’ to launch in October 2019 and, appoint a second co-chair to ensure a gender-representation. The Network will act as a support space and will be the voice of parents and carers across the University to ensure that all policy and procedure reflects their needs.</td>
<td></td>
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<tr>
<td>1. The women’s network lunchtime lecture series has identified the importance of support for parents and carers. A key action is to establish a ‘Parents and Carers Staff Network’ to launch in October 2019 and, appoint a second co-chair to ensure a gender-representation. The Network will act as a support space and will be the voice of parents and carers across the University to ensure that all policy and procedure reflects their needs.</td>
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<tr>
<td><a href="https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/womens-network">https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/womens-network</a></td>
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<tr>
<td>Success measure: Parents and Carers Staff Network to launch in October 2019 and, appoint a second co-chair.</td>
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<tr>
<td>Update September 2021</td>
<td></td>
</tr>
<tr>
<td>The Carers and Parents network launched in February 2021 and has 40 members from across the University.</td>
<td></td>
</tr>
<tr>
<td><a href="https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/staff-parents-and-carers-network">https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/staff-parents-and-carers-network</a></td>
<td></td>
</tr>
<tr>
<td>The network provides support, representation and information for example:</td>
<td></td>
</tr>
<tr>
<td>• Balancing work demands against children’s childcare or developmental needs across different age groups.</td>
<td></td>
</tr>
<tr>
<td>• Hearing about local services and activities, and any experiences that others have had of them.</td>
<td></td>
</tr>
<tr>
<td>• Seeking information and support as new/expectant parents.</td>
<td></td>
</tr>
<tr>
<td>• Connecting with other parents of children with SEND.</td>
<td></td>
</tr>
<tr>
<td>• Peer support among current and former carers.</td>
<td></td>
</tr>
<tr>
<td>Equality Diversity &amp; Inclusion</td>
<td>October 2019</td>
</tr>
<tr>
<td>Ensure that all policy and procedure reflects their needs.</td>
<td>• Obtaining support and guidance as a new, short-term or long-term carer.</td>
</tr>
<tr>
<td></td>
<td><strong>The Staff Carers Network</strong> provides support for staff who balance work commitments and caring responsibilities and opportunities to connect with others in a similar position through online and in-person meetings <a href="https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/staff-carers-network-support">https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/staff-carers-network-support</a></td>
</tr>
<tr>
<td></td>
<td>The <strong>Staff Parents Network Support</strong> page provides information and support to staff who are expectant parents or parents to children of any age, including:</td>
</tr>
<tr>
<td>2. In September 2019 there will also be the launch of another staff network ‘Menopause Support Network’ for staff of all genders. This network will offer a supportive space to share issues, invite medical professionals to talk to the group and host training events for staff and managers on the menopause.</td>
<td><strong>Success measure:</strong> Menopause Support Network to launch in September 2019.</td>
</tr>
<tr>
<td></td>
<td>The menopause support network launched in October 2019 and has 81 members from across the University.</td>
</tr>
</tbody>
</table>
**Athena SWAN**

The University is currently working on its institution Athena SWAN action plan after successfully achieving a Bronze award in November 2018. The action plan will build on this success to take the University to silver level by 2022.

Every School in the University is now a recipient of, or will be due to submit by April 2020, a Bronze Athena SWAN Award. The Faculty of Health holds a Silver Athena SWAN award.

1. The University is currently working on its institution Athena SWAN action plan after successfully achieving a Bronze award in November 2018. The action plan will build on this success to take the University to silver level by 2022. Every school in the University is now a recipient of, or will be due to submit by April 2020, a Bronze Athena SWAN Award. The Faculty of Medicine, Dentistry and Biomedicine holds a Silver Athena SWAN award.


   **Success measure:** Final remaining Schools to submit Athena Swan plans by April 2020.

**Update September 2021**

The final remaining School Athena SWAN submissions were delayed due to COVID with a revised submission by November 2021. The University is currently on track for a 2023 institutional submission for a Silver Athena SWAN award.


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**Sector Research Development initiatives and frameworks**

CROS 2019 indicates of the thirteen UK Research Development initiatives, University

1. We will work towards maintaining 100% awareness of the Athena Swan Gender Equality Charter mark; a 2% increase in awareness of the REF, and a 5% increase in staff awareness of the other eleven initiatives by July 2021.
of Plymouth Research Staff had a greater knowledge or understanding of eight of these initiatives compared to the sector including: Athena Swan Gender Equality Charter mark (UoP 100%; sector 91.32%); Concordat to Support the Career Development of Researchers (UoP 59.26%; sector 42.52%); Concordat to Support Research Integrity (UoP 44.44%; sector 37.32%); European HR Excellence In Research Award recognition (UoP 40.75%; sector 40.11%); REF (UoP 96.30%; sector 91.37%); Vitae (UoP 77.78%; sector 51.03%); Vitae RDF (UoP 74.07%; sector 46.99%); UK Professional Standard Framework for teaching and supporting teaching (UoP 48.15%; sector 42.79%).

https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion/athena-swan
https://www.plymouth.ac.uk/about-us/university-structure/service-areas/equality-diversity-and-inclusion
https://www.plymouth.ac.uk/about-us/jobs/our-diverse-community
https://www.plymouth.ac.uk/research/governance
https://www.plymouth.ac.uk/research/support/development
https://www.plymouth.ac.uk/research/environment/assessment
https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme
https://www.vitae.ac.uk/researchers-professional-development/about-the-vitae-researcher-development-framework/about-the-vitae-researcher-development-framework

Success measure: We will work towards maintaining 100% awareness of the Athena Swan Gender Equality Charter mark; a 2% increase in awareness of the REF, and a 5% increase in staff awareness of the other eleven initiatives by July 2021.

Update September 2021
CEDARS 2020 and 2021 recorded data from four and five UK sector initiatives and frameworks respectively.

CEDARS 2020 indicates of the four UK sector initiatives or frameworks, University of Plymouth Research Staff had a greater knowledge or understanding of two of these initiatives compared to the sector including:

- Concordat to Support the Career Development of Researchers (UoP 64.84%; sector 57.90%).
- Concordat to Support Research Integrity (UoP 48.35%; sector 53.13%).
- HR Excellence in Research Award recognition (UoP 43.96%; sector 46.30%).
CEDARS 2021 indicates of the five UK sector initiatives or frameworks, University of Plymouth Research Staff had a greater knowledge or understanding of four of these initiatives compared to the sector including:

- Concordat to Support the Career Development of Researchers (UoP 60.50%; sector 56.72%).
- Concordat to Support Research Integrity (UoP 50.00%; sector 51.20%).
- Concordat for the advancement of knowledge exchange in higher education (UoP 41.10%; sector 40.97%).
- HR Excellence in Research Award recognition (UoP 47.26%; sector 44.61%).
- REF (UoP 98.63%; sector 94.13%).

For comparison:

- Knowledge and understanding of the Concordat to Support the Career Development of Researchers has increased by 5.58% (CEDARS 2020) and 1.24% (CEDARS 2021).
- Knowledge and understanding of the Concordat to Support Research Integrity has increased by 3.91% (CEDARS 2020) and 5.56% (CEDARS 2021).
- Knowledge and understanding of the Concordat for the advancement of knowledge exchange in higher education has only been surveyed in 2021 (UoP 41.10%; sector 40.97%).
- Knowledge and understanding of the European HR Excellence in Research award has increased by 3.18% (CEDARS 2020) and 6.51% (CEDARS 2021).
- Knowledge and understanding of the REF has increased by 3.7% (CEDARS 2020) and decreased by 1.37% (CEDARS 2021).
Employment

Researchers are recruited, employed and managed under conditions that recognise and value their contributions

Provision of good employment conditions for researchers has positive impacts on researcher wellbeing, the attractiveness of research careers, and research excellence. This Principle recognises the importance of fair, transparent and merit-based recruitment, progression and promotion, effective performance management, and a good work-life balance. All stakeholders need to address long-standing challenges around insecurity of employment and career progression, ensuring equality of experience and opportunity for all, irrespective of background, contract type and personal circumstances.

<table>
<thead>
<tr>
<th>Current status September 2019</th>
<th>Actions and Success Measures</th>
<th>Lead</th>
<th>Date</th>
<th>New Concordat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CROS 2019 indicated 74.07% of research staff were full-time compared with the sector (85.92%).</td>
<td>1. HR to investigate why there appears to be more Research Staff on PT contracts and shorter FTCs compared with the sector. HR to provide an update to the HR Excellence in Research steering group by July 2020. HR to investigate UoP staff data including: type, length and source of funding of FTCs between 2018 – 2020. The findings will be used to enable a better understanding of FTCs at UoP with a particular focus on E&amp;D and flexible working for researchers. The data will be used to guide planning in 2020 for researchers including: participating in decision-making bodies and, access to training for example, enabling more researchers working remotely and/or PT to join Committee meetings and training via Zoom/MS Teams.</td>
<td>HR</td>
<td>July 2020</td>
<td>Carried over to 2021-2023 Action Plan</td>
</tr>
</tbody>
</table>

**Success measure:** FTC review to be completed by July 2020.

**Update September 2021**

The FTC review was delayed due to COVID and has been prioritised to be undertaken during 22/23. The FTC review has been incorporated in the HREiR Action plan 2021-2023 including two main activities, Action 1. Analysis of staff data to be reported to Faculties by July 2022 ahead of FTC review commencing from October 2022. Action 2. HR and Faculties to review the use of FTCs including identifying those eligible to be transferred to an open-ended contract (over 4 years service and no justifiable objective to remain fixed term).
Professional and Career Development

Professional and career development are integral to enabling researchers to develop their full potential

Researchers must be equipped and supported to be adaptable and flexible in an increasingly diverse global research environment and employment market. This Principle recognises the importance of continuous professional and career development, particularly as researchers pursue a wide range of careers.

<table>
<thead>
<tr>
<th>Current status September 2019</th>
<th>Actions and Success Measures</th>
<th>Lead</th>
<th>Date</th>
<th>New Concordat</th>
</tr>
</thead>
</table>
| **Supervising research students** | Following the CROS 2017 and ‘supervising postgraduate research students’ surveys, the University had introduced mandatory training for all PGR supervisors. All research staff currently supervising or may in the future undertake supervision of PGRs are included within this mandatory training. Supervisory training is recognised by the University as a mandatory requirement for appointed members of supervisory teams. The training provides additional support for supervisors and is considered as part of their ongoing staff development. Mandatory training for PGR supervisors was introduced on 1st September 2018. The training is delivered across the University by the Doctoral College, Faculties and Schools. A variety of training options are available including: in-class, webinars and online (Moodle), training for new supervisors and refresher training for experienced supervisors. During 2018-2019, 18 supervisory training sessions were delivered to 362 staff, representing 53% of all supervisors. | 1. The Doctoral College, Faculties and Schools to work towards increasing the percentage of supervisors trained from 53% to 63% by July 2020.  
https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/examiners-chairs-and-supervisors  
**Success measure:** 10% increase in supervisors training by July 2020. **Update September 2021**  
Supervisors training is reported to the Doctoral College Board (DCB) and Doctoral College Quality Sub-Committee (DCQSC). The percentage of University of Plymouth supervisors who have been trained increased from 51.78% (November 2019) to 58.59% (June 2020). PGR satisfaction with supervision remains high (90.3% PRES 2020).  
Training is delivered at University and Faculty levels, face-to-face, live online and through the Moodle online platform. During COVID only ‘live’ online and Moodle training options have been available. COVID has impacted on the availability of some supervisors to undertake training. The focus for supervisory training in 2021-2022 will aim towards larger-scale ‘live’ events. The DCB and DCQSC will continue to monitor and review supervisory training.  
Supervisory training has been linked on the new Early Career Research page: https://www.plymouth.ac.uk/research/early-career-research | Doctoral College, Deputy Directors  
Doctoral College, School  
PGR Research Coordinators | July 2020 | Complete |
| **Research Staff career development workshop** | CROS 2019 indicates an increase in the percentage of research staff who agreed they  
1. A career development workshop for Research Staff will be delivered in April 2020. The workshop will include career management for researchers, research leadership and, E&D in a research environment. | Doctoral College, DVC Research and | April 2020 | Complete |
taken ownership of their career development (88.89% CROS 2019; 87.77% CROS 2017) compared with the sector (87.30%).

The Researcher Forum hosted two events for research staff for career management and PDRS including: 20th June 2018 - Managing your career: for researchers and, 21st November 2018 - PDR feedback and discussion on experiences. Around 40 Research Staff attended each event.

https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme

**Success measure:** Career development workshop for Research Staff to be delivered by April 2020. **To be rescheduled to 2021 due to COVID.**

**Update September 2021**

The 2020-2021 Researcher Development Programme introduced a new career development workshop for Research Staff and PGRs ‘How to transition well out of academia’. Three sessions were delivered to 33 research staff and 41 PGRs.

Researchers accessing these career development events have indicated the impact of this training/support:

“This session has really highlighted alternative career pathways for me and has given me the confidence to look beyond academia”

“As a researcher you do feel your only viable option really is to continue working in academia. The facilitator shared her experience of transitioning in and out of academia twice which I think is fantastic and the session gave me assurance to look at other sectors and roles where I can apply my research experience”

The FoH ECR Forum and RDP delivered a careers event on 15th July 2021 ‘Simple steps towards developing your research career’ attended by 30 staff.

Researchers accessing this career development event have indicated the impact of this training/support:

“It was really encouraging to hear from a senior professor about how I can take more control of my own career development. Networking is clearly an essential requirement to progress in a research career!”

“I was really encouraged to see how many colleagues joined this event as I thought I was alone with my concerns about progressing in HE. I found this session incredibly useful and full of great tips and advice which I will factor into my development”
Support for career development was a main theme identified by research staff through the Concordat consultation. The high engagement by staff attending these career development workshops demonstrates an impact of the Concordat consultation and confirms the ongoing need for career development support tailored for research staff.

### Researcher Development Programme

#### Researcher Development Programme 2017-2018:

Key training statistics include:

**Number of sessions:** 158 individual sessions were delivered including 87 sessions identified as suitable for both PGRs and Research Staff. 18 sessions were delivered as live webinars with recordings of webinars available on Moodle.

**Attendance:** 656 individual PGRs/Research Staff attended sessions, filling a total of 2206 places. Of this 565 PGRs attended 2027 sessions and 91 Research Staff attended 179 sessions.

**Representation:** Approximately 62% of all PGRs and 50% of all Research Staff attended RDP sessions in 2017-2018.

**E&D data:** 389 female PGRs/Research Staff attended 1301 sessions (59%) and 267 males PGRs/Research Staff attended 905 sessions (41%). Of this 59 female Research staff attended 128 sessions and 32 male Research Staff attended 51 sessions. Data are additionally broken down according to Faculty/School representation and is made available for Athena Swan activities.

#### Researcher Development Programme 2018-2019:

Key training statistics include:

1. Researcher Development Programme data 2018-2019 for Faculty/School representation will be available by December 2019 for the Doctoral College Board for inclusion in the Doctoral College action plan 2020 and, Equality Diversity and Inclusion for Athena Swan activities, reporting and award applications in 2020.
   
   **Success measure:** Researcher Development Programme data for 2018-2019 to be available for Doctoral College Board and, Equality Diversity and Inclusion by December 2019.
   
   [https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme](https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme)

   **Update September 2021**

   Researcher Development Programme data is made available annually for the Doctoral College Board, Doctoral College Quality Sub-Committee, Equality Diversity and Inclusion, and Athena SWAN activities. RDP data was incorporated in the Plymouth Business School and Plymouth Institute of Education 2020 Athena SWAN reviews.

2. We will work towards a 5% increase in Research Staff participating in Researcher Development Programme sessions from 50% to 55% by July 2020.
   
   **Success measure:** We will work towards increasing Research Staff accessibility and attendance on the Researcher Development Programme by 5% by July 2020.
   
   [https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme](https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme)

   **Update September 2021**

RDP engagement by Research Staff

| 2018-2019 RDP engagement: |
|---------------------------|------------------|------------------|
| 2018-2019 RDP engagement: |                  |                  |
**Number of sessions:** 172 individual sessions were delivered including 103 sessions identified as suitable for both PGRs and Research Staff. 18 sessions were delivered as live webinars with recordings of webinars available on Moodle.

Additional RDP data for 2018-2019 will be available by December 2019.

**Online training:** The Doctoral College provides two online training platforms through Moodle including:

<table>
<thead>
<tr>
<th>Researcher Development Programme.</th>
<th>Applicable to PGRs and Research Staff. 494 individual users as of August 2019.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGR Supervisors, Examiners and Chairs.</td>
<td>Applicable to staff supervising/examining PGRs. 417 individual users as at August 2019.</td>
</tr>
</tbody>
</table>

**2019-2020 RDP engagement:**
166 sessions were attended by 119 research staff (EDI data: 101 sessions attended by 67 female staff and 65 sessions attended by 52 male staff).

**2020-2021 RDP engagement:**
2019-2020 RDP engagement:
178 sessions were attended by 83 research staff (EDI data: 147 sessions attended by 52 female staff and 71 sessions attended by 31 male staff).

COVID impacted on the total number of Research Staff employed on FTCs and the availability of some Research Staff to undertake training in 2019-2020.

**2020-2021 RDP engagement:**
236 sessions were attended by 127 research staff (EDI data: 190 sessions attended by 81 female staff and 92 sessions attended by 46 male staff).

By comparison in 2020-2021 the number of Research Staff on FTCs accessing RDP sessions increased by 6% and the number of sessions attended increased by 30% compared with 2018-2019. During 2020-2021 the RDP and FoH ECR Forum co-delivered career development sessions and policy workshops for researchers which has increased overall engagement of Research Staff on the RDP.

**E&D training for researchers**

The Doctoral College and Equality Diversity & Inclusion team developed the session “Every Researcher Counts: equality and diversity in researcher careers”. The session is based on sector and UoP developments and priorities and, some existing Vitae resources. The session is designed for postgraduate research students and research staff. Online materials are available on the Researcher Development Programme Moodle page for UoP students and staff to access. The first class-based session was delivered on 6th December 2019 and two people attended (1 PhD student and 1 Research Assistant). The second session was programmed for April 2019 however, we did not receive any bookings. The online 1. The Doctoral College and Equality Diversity & Inclusion Committee will re-design the session materials for “Every Researcher Counts: equality and diversity in researcher careers” to incorporate within a career development workshop for Research Staff. The workshop will be available by April 2020 and will include career management, leadership and E&D for researchers.

https://www.plymouth.ac.uk/student-life/your-studies/research-degrees/doctoral-college/researcher-development-programme

**Success measure:** Career development workshop for Research Staff to be delivered by April 2020. To be rescheduled to 2021 due to COVID.

**Update September 2021**

Please refer to the above update for “Research Staff career development workshop”
Moodle materials have been accessed 9 times by 4 users. There is a low interest from our PGRs and Research staff to participate in this specific development session. We will continue to make the session materials available online through Moodle and, we will review how we can include EDI training and for it to feature within other future development sessions for our PGRs and Research Staff.

The University’s Diversity & Wellbeing calendar 2019-2020 features 14 entries from PGRs and Research Staff from the Images of Research competition. The calendar provides a creative and engaging approach to E&D and wellbeing and, highlights how well E&D can be incorporated within activities and support for researchers.

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**Glossary of Terms and Abbreviations**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEDARS</td>
<td>Culture, Employment and Development in Academic Research Survey</td>
</tr>
<tr>
<td>CROS</td>
<td>Careers in Research Online Survey</td>
</tr>
<tr>
<td>DCB</td>
<td>Doctoral College Board</td>
</tr>
<tr>
<td>DCQSC</td>
<td>Doctoral College Quality Sub-Committee</td>
</tr>
<tr>
<td>EDI</td>
<td>Equality Diversity and Inclusion</td>
</tr>
<tr>
<td>FTC</td>
<td>Fixed-term contract</td>
</tr>
<tr>
<td>HREIR</td>
<td>HR Excellence in Research award</td>
</tr>
<tr>
<td>PDR</td>
<td>Performance development review</td>
</tr>
<tr>
<td>PIRLS</td>
<td>Principal Investigators and Research Leaders Survey</td>
</tr>
<tr>
<td>PRES</td>
<td>Postgraduate Research Experience Survey</td>
</tr>
<tr>
<td>RDF</td>
<td>Researcher Development Framework</td>
</tr>
<tr>
<td>RDP</td>
<td>Researcher Development Programme</td>
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<tr>
<td>R&amp;I Committee</td>
<td>Research and Innovation Committee</td>
</tr>
<tr>
<td>UoP</td>
<td>University of Plymouth</td>
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