HREiR Action plan template
(September 2023 - August 2026)

UNIVERSITY OF BATH — **hr** HR EXCELLENCE IN RESEARCH

	Details
Institution name:	**University of Bath**
Cohort number:	**4**
Date of submission:	**26-Jan-24**
Institutional context:	The University of Bath received the HR Excellence in Research Award in September 2011 and has retained it since. The values underlying University of Bath Strategy 2021–26 align with the three Researcher Development Concordat principles, which shows the importance of Research Staff and their role in the University of Bath community, and the importance of creating a positive research culture where everyone feels heard. Additionally, these principles align with our 'driving high impact research' and 'fostering and outstanding and inclusive community' strategic pillars. With these in mind, we are committed to recruiting, retaining, and developing diverse and talented Research Staff across the university. This action plan is one initiative that supports our intentions, together with the institutional Silver Athena SWAN (AS) action plan (2021) and departmental action plans, Research Strategy, and Vision for Research Staff, updated Institutional Silver Athena SWAN action plan (2023). In 2024, we will launch and complete a consultative process to clearly set out refreshed objectives and KPIs for Research Culture. This will further strengthen the integration of the work on the Concordat to the other initiatives within the University.

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

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	310*	Including Research Assistants, Research Associates, and Research Fellows (Grade 5-8). *At the time of CEDARS 2023 in June, this number was 297.
Postgraduate researchers		
Research and teaching staff	784	189 are direct line managers of research staff
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):		This data is taken from a HR Management Information report on 30th September 2023.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)
Environment and Culture							
Awareness and engagement							
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.							
ECI1	Ensure all relevant staff are aware of the Concordat.	ECI1.1 All new Research Staff are made aware of the Concordat when they join the University through a welcome email and link to new knowledge hub webpage.	No	Jun-24	Researcher Development Manager (with Associate Pro VC Research)	70% of Research Staff answering CEDARS Q51.1 ("have some understanding of or know that the Concordat exists") (CEDARS 2023: 47%)	Survey response rate for this question in 2023:27% Research Staff (n=71).
		ECI1.2 RSWG project to improve the induction experience for Research Staff to include Concordat engagement at departmental, faculty and institutional levels.	No	Jul-24	Chair RSWG (with Researcher Development Manager, Deputy Director Workforce Development)	70% of Research Staff answering CEDARS Q51.1 ("have some understanding of or know that the Concordat exists") (CEDARS 2023: 47%)	Survey response rate for this question in 2023:27% Research Staff (n=71).
		ECI1.3 Monitor the conversion rates of submitted to successful early career fellowships/funding applications.	Yes	Sept-25	Researcher Development Manager	70% of Research Staff answering CEDARS Q51.1 ("have some understanding of or know that the Concordat exists") (CEDARS 2023: 47%)	Survey response rate for this question in 2023:27% Research Staff (n=71).
		See PCDR1.1 and PCDR1.2 (below)	No	Mar-24	Head of Talent Acquisition (with Researcher Development Manager)	70% of Research Staff answering CEDARS Q51.1 ("have some understanding of or know that the Concordat exists") (CEDARS 2023: 47%)	Survey response rate for this question in 2023:27% Research Staff (n=71).
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and	ECI2.1 New Webpage "Research Staff Knowledge Hub" with links to all relevant policies and Research Staff focused activities to be published (including links to Wellbeing, EDI and Research Integrity webpages)	No	May-24	Research and Innovation Services Communication Manager (with Researcher Development Manager)	30% of Research Staff have engaged with the new Researcher Development Knowledge Hub, as measured by website analytics.	Baseline data - introduce monitoring of webpage from May-24 once the site is established.

	are well-communicated to researchers and their managers.	ECI2.2 New Researcher Development SharePoint site to be created for on demand content, links to policies and Research Staff specific resources.	No	Jun-24	Research and Innovation Services Communication Manager	30% of Research Staff and Research Staff Management have engaged with the new Researcher Development Knowledge Hub. Positive feedback received from RSWG and Faculty RKECs.	Baseline data - introduce monitoring of SharePoint from June-24 once the site is established.
		ECI2.3 Institutional question will be added to future CEDARS to capture data on whether researchers believe that institutional policies and practices are easy to find.	Yes	Apr-25	Researcher Development Manager	CEDARS 2026: >70% researchers believe that institutional policies and practices are easy to find.	Baseline data to be established in CEDARS 2025.
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	ECI6.1 Develop a research culture strategy that includes specific co-developed objectives and associated KPIs. Annual plans are developed through a review of the KPIs to ensure the allocation of time and resources to high priority areas. Discuss progress against actions in RCSG quarterly, escalate issues or risks to Research Advisory Board.	No	Jun-25	Research Culture Manager (with RCSG)	RSWG reports positively on the co-development of objectives, appropriateness of relevant KPIs and effectiveness of the plan.	Strategy and objectives approved with extensive consultation - engaging at least 150 individuals across career stages (to include action a representative % of Research Staff and Research Staff Managers) and job families.
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	ECR1.1 Establish active membership, by researchers at different career stages, on the RCSG.	No	Dec-24	Research Culture Manager (with RCSG)	Researchers actively informing the research culture strategy, objectives, indicators and action plan. Contributions are acknowledged and communicated to all staff through blogs and central communications.	At least one member of the RCSG represents Research Staff. Connection to RSWG made through the Researcher Development Manager to ensure joined- up approach.
		ECR1.2 Survey members annually to understand whether they feel these are inclusive, and their contributions, knowledge and ideas are valued.	No	Nov-24 Nov-25	Research Culture Manager (with RCSG)	80% of Research Staff agree or strongly agree that their contributions, knowledge and ideas are valued by the RCSG.	Baseline data - introduce annual survey to establish baseline data

		ECR1.3 Actively encourage researchers to participate in Enhancing Research Culture Funded projects - contributing their knowledge and expertise to the ongoing enhancement to research culture at Bath. Acknowledge contributions as potentially contributing to CPD.	No	Jun-24 Jun-25 Jun-26	Research Culture Manager	Annual increment of Research Staff participation by 10% from baseline so that researchers directly influence and improve research culture at Bath through their self-defined initiatives.	Baseline data - introduce monitoring of Research Staff participation in Enhancing Research Culture Funded projects from November 2023.
		ECR1.4 Communicate initiative to ensure Research Staff and Research Staff Managers are aware of the NeverOK Support & Report tool and the Resolution Framework so that relationship issues and non-inclusive behaviour can be identified at an early point and actions taken to change relationships and/or behaviour and enable an inclusive research culture. Ensure 100% of Research Staff complete the Staff mandatory training.	No	Jul-24 Oct-25 Jan-26	Deputy Director HR (with Deputy Director Culture and Inclusion, Researcher Development Manager)	70% of Research Staff answering CEDARS Q47.1 and Q48.1 ("I am familiar with my institution's mechanisms to report incidents of discrimination/bullying and harassment") agree or strongly agree (CEDARS 2023: 56% respectively)	Survey response rate for these two questions were in 2023:27% Research Staff (n=71).
		ECR1.5 Develop 'Research Culture Awards' with categories celebrating and recognising colleagues for outstanding contributions to the research environment, including how to identify good practice by Research Staff and PIs.	No	Jul-25	Research Culture Manager (with Associate Pro VC Research, RCSG)	Consideration of a specific award for "positive contribution to the Research Staff environment" to be determined.	Increase the engagement indicated by the number of nominations year on year - baseline to be established.

Wellbeing and mental health

The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.

ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	No new action has been identified.					The University demonstrates its commitment to employee wellbeing through the Work-Related Stress and Wellbeing Policy. Our occupational approach uses the evidence based Health and Safety Executive's Management Standards to explore recognised stressors in depth and to enable appropriate solutions, in conjunction with our staff, to be identified and implemented. This approach underpins both the development and implementation of Departmental Wellbeing Action Plans as well as the creation of Individual Wellbeing Action Plans where individual members of staff have reported concerns. This process actively considers workload and work demands and covers all staff groups including research workers. The University has a range of employment policies and procedures to support effective line management and operates a workload allocation model to ensure that workloads are equitably distributed across departments. There are a range of policies that specifically deal with wellbeing and work-life balance including flexible working, as well as other resources to support career development.

ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	ECI4.1 Communicate to Research Staff Managers the opportunity to attend: 'Managing Mental Wellbeing at Work' two-hour workshops: "Manage energy, not time", "Resilience and wellbeing", "Pressure, stress and performance".	No	Jul-24	Researcher Development Manager (Deputy Director Health and Wellbeing)	Over 80% of Research Staff Managers answering CEDARS Q30.9 ("How confident are you in your ability to respond to any issues relating to health and wellbeing?") are confident or fully confident (CEDARS 2023: 81%). Survey response rate for this question in 2023:42% Research Staff Managers (n=85).	Wellbeing is embedded in the line manager development curriculum and a range of workshops, both online and in-person, are available for all people to attend. Specific training (Mental Health First Aid, Suicide Awareness, Confident Conversations) has been provided to HR, Security, Student Services and personal tutors to help them support any staff, including Research Staff, that they might routinely interact with who may be struggling with mental health or other wellbeing issues.
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	ECM3.1 Programmed communications through 2024-26 to researchers and their PIs to ensure that they understand their responsibilities in creating a healthy working environment and culture and what to do if there are issues	No	Sep-26	Researcher Development Manager (Deputy Director Health and Wellbeing)	70% of Research Staff answering CEDARS Q44.6 ("your working environment supports your mental health and wellbeing") agree or strongly agree (CEDARS 2023: 54%). Survey response rate for this question in 2023:27% Research Staff (n=72).	There is a range of Health, Safety and Wellbeing policies that are in place at the university to ensure safe and healthy working environments. Workplaces are routinely inspected to ensure that these standards are being met and there is a programme of more detailed audits that look at specific Health, Safety and Wellbeing concerns. the university provides a range of support: Employee Assistance Programme structured counselling, access to Care First a 24/7 counselling provision, and an advisory service as well as a range of online resources (Citizens Advice Bureau type resources) that all employees can access if they require support.
		ECM3.2 Take a national lead in developing & disseminating protocols for ensuring the wellbeing of Research Staff conducting research with the potential for secondary trauma	No	Jul-25	Enhancing Research Culture Fund Project Principal Investigator (Tina Skinner) and Research Culture Manager	Regional Researcher Wellbeing network established to expand UoB project across GW4. Deliver national and international talks and papers to share our findings and protocols.	
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	No new action has been identified.					See flexible working policy. All members of staff can request adjustments to their contracted hours / working arrangements under these policies.

ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	ECR3.1 Develop a communications campaign to promote the University's Workplace Wellbeing Wheel which supports researchers to reflect on different aspects of their work and what is working well or what would make a positive change where it is not.	No	Nov-24	Researcher Development Manager (Research Culture Manager, Staff Wellbeing Manager, Deputy Director Health and Wellbeing)	70% of Research Staff answering CEDARS Q45.5 ("they are encouraged to take positive action to maintain their mental health") agree or strongly agree (CEDARS 2023:58%, 2021:79%). Survey response rate for this question in 2023:27% Research Staff (n=72).	We have developed a range of toolkits (Wellbeing Wheel, individual Wellbeing Action Plan) that individuals can use to explore their own wellbeing and to identify actions so that they can take positive action to maintain their mental health. These are backed up by counselling and Employee Assistance Programme provision that is available to all staff (see ECM 3). The University has networks of Wellbeing Champions, coaches and mentors as well as staff led groups to support people with individual issues (Men's health, childless not by choice, menopause groups).

Bullying and harassment

The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.

ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	ECI.3.1 Increase awareness of the University Support and Report tool through targeted communications. This tool is a "one stop" reporting process to resolve dignity and respect incidents targeted at tackling discrimination, bullying and harassment.	No	Sep-24	Deputy Director of HR	80% of Research Staff and Other Academic Staff (including Research Staff Managers) answering CEDARS Q47.3 and Q48.3 "I trust that my institution will investigate any reported incident of discrimination/bullying and harassment fairly and take appropriate action" agree or strongly agree (CEDARS 2023: Research Staff = 62% for both questions, Other Academic Staff =62% and 58% respectively).	Survey response rate for this question in 2023: 27% Research Staff (n=71); 25% Other Academic Staff (n=189).
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	ECM-3.1 Ensure that all Research Staff Managers, including Principal Investigators (PIs), have completed the University's BeTheChange Tackling Harassment staff training module and that Research Staff Managers are aware of Bath's #NeverOK campaign and Support and Report tool which supports reporting (anonymously or otherwise) of these incidents.	No	Jul-24 Jul-25 Jul-26	Heads of Department with support from the Deputy Director HR	There is an increase in reports via our Support and Report tool involving staff from our 21-23 baseline. Increase in reporting will demonstrate growing awareness and trust in the system.	The % of cases resolved also continues to increase from 12% in 21/22 and 56% in 22/23. We meet our commitment to the reporting of these incidents to 100% of cases.

ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	ECR-4.1 Ensure that all researchers have completed the University's "BeTheChange Tackling Harassment" staff training module.	No	Jul-24	Heads of Department with support from the Deputy Director HR	70% of Research Staff answering CEDARS Q47.1 and Q48.1 ("I am familiar with my institution's mechanisms to report incidents of discrimination/bullying and harassment") agree or strongly agree (CEDARS 2023: 56% respectively)	Survey response rate for these two questions were in 2023:27% Research Staff (n=71).

Equality, diversity and inclusion

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	ECI4.1 Ensure all Research Staff Managers (alongside ALL staff) complete mandated EDI training, and where applicable refresher training has been undertaken	No	Apr-24 Nov-24 Apr-25 Nov-25 Apr-26	Heads of Department (with Dept Athena SWAN leads)	80% of Research Staff Managers answering CEDARS Q40.4 have undertaken training in Equality, Diversity and Inclusion (CEDARS 2023: 72%)	Survey response rate for this question in 2023: 42% Research Staff Managers (n=85).
		ECI4.2 Included in ECI1.2, when scoping induction activity include, feasibility of Research Staff Managers receiving an induction to postdoctoral management and career support, which includes EDI expectations.	No	Jul-24	Chair Research Staff Working Group	80% of Research Staff Managers answering CEDARS Q40.4 have undertaken training in Equality, Diversity and Inclusion (CEDARS 2023: 72%)	Survey response rate for this question in 2023: 42% Research Staff Managers (n=85).
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	ECR2.1 Create clear signposting to relevant guidance on the 'Research Policy and Governance' webpages within the Researcher Development Hub (see PCDR1).	Yes	Feb-24	Researcher Development Manager	60% of Research Staff answering CEDARS Q49.1 ("I am familiar with my institution's mechanisms to report incidents of research misconduct") agree or strongly agree (CEDARS 2023: 49%)	Survey response rate for this question in 2023:26% Research Staff (n=70).

		ECR2.2 Provide specific communication for researchers on EDI champions and matters through Research Staff News and signposting support for staff at Induction (See related action: ECI1.2)	No	Annual plan by: Jul-24 Jul-25 Jul-26	Researcher Development Manager (with Research Staff Working Group)	Over 90% of staff targeted have opened up the newsletter circulation per fortnight.

At least one article or activity per quarter is focused on an aspect of EDI in the context of research, in Research Staff News. | The University of Bath, our employer policies and guidelines usually exceed funder requirements. We value, promote and celebrate inclusion through a variety of means including the Athena SWAN framework where all 16 academic departments at Bath now hold an award and we hold an institutional silver award; a Race Equality Taskforce working towards a Race Equality Charter Bronze award before July 2026. The University has inclusive leadership training and guidance that compliment a range of policies and a new simplified Equality Impact Assessment (EIA) process. The EIA process aims to help leaders navigate the evolving EDI landscape by ensuring that policies, procedures, practices, and organisational change projects do what they are intended to do and are inclusive for staff, students, and visitors. |

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity and are able to report infringements or misconduct.

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	ECI5/ECM2.1 Introduce bitesize workshops on research ethics and integrity for Research Staff as part of the Researcher Development Programme 2025 and evaluate the impact.	Yes	Jul-25	Head of Research Governance and Compliance	80% of Research Staff answering CEDARS Q49.2 ("I would feel comfortable reporting any incidents of research misconduct") agree or strongly agree (CEDARS 2023: 63%)	Survey response rate for this question in 2023:26% Research Staff (n=70).
ECM3	Ensure managers report and address incidents of poor research integrity.	No new action has been identified.					Research Integrity and Ethics have a dedicated webpage offering guidance. Every Department has a Departmental Research Ethics Officer with specific responsibility specific responsibility for the management of ethical issues raised by research work of the Department/School.

Research Ethics Open House Programme is available every 1st Wednesday of each month, this is recorded and made available to all staff. Research Ethics and Integrity included on a compulsory module on the Bath Probation Course.

The Investigation of Research Misconduct Process is published on the University of Bath website. Allegations are reviewed by Pro VC (Research). |
| ECR2 | Ensure researchers act in accordance with employer and funder policies related to research integrity. | No new action has been identified. | | | | | New ethics online review system, introduced April 2023, allows for compliance checks on research being carried out at, or in partnership with, University of Bath to ensure that our ethical standards and principles are being upheld. Central reporting allows for the identification of non-compliance. |

							As signatories to the Concordat to Support Research Integrity, we have responded to the commitments through a workplan, against which we continue to deliver.
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	No new action has been identified.					There is a mandatory Research Integrity online course to train all Research Staff and Research Staff Managers covering ethical reviews, plagiarism, authorship, collaborative research, data management, peer review, and publication ethics. Heads of Department receive completion reports and the data is reviewed by the RCSG. In addition to the process for reporting research misconduct there is a confidential and anonymous Whistleblowing Process, where complaints are dealt with by the Director of Finance.
Policy development							
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.							
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	EI7.1 Increase Research Staff representation at Departmental Research Committees	No	Mar-25	Heads of Department	Representation of Research Staff on all Departmental Research Committees.	In 2023, Research Staff and Research Staff Managers are included in decision making fora where they can make active contributions to policy and practice. These include RCSG, RSWG, and the University RKEC.
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	No new action has been identified.					
EM5	Managers engage with opportunities to contribute to relevant policy development within their institution.	No new action has been identified.					

ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	ECR5.1 Host Research Culture Open Sessions at least once annually to encourage researchers to consider opportunities to engage with and help share our research culture strategy	No	Oct-24 Oct-25	Research Culture Manager	At least 50 staff in year one, rising to 100 attendees over time. Increased engagement with [RSWG](#), RKEC, Faculty/School RKECs.	
		ECR5.2 Establish a research culture online community of practice using SharePoint and regular events to ensure individuals are aware of, and feel they have access to, decision making that relate to research culture.	No	Jan-25	Research Culture Manager	Increase membership from 56 to 100. Survey Community of Practice annually to explore how empowered individuals feel to effect change.	
		ECR5.3 Establish a research culture online 'suggestions box' which provides an opportunity for researchers at any career stage to share insight, experiences on research culture, and make suggestions for how the university might improve. Complement this with EM5.2	No	Mar-24	Research Culture Manager	10% year on year increase in engagement with the suggestions box until steady state at year 4. Suggestions can be linked to direct action, and responses can be communicated in a 'you said, we did' blog annually.	
		ECR5.4 Recruit a new Chair and members to ensure continuity in representation of Research Staff in the [RSWG](#); update terms of reference to include joined up approach to research culture and length of appointment/service.	No	Feb-24	Chair Research Staff Working Group (with Researcher Development Manager)	Membership of [RSWG](#) is maintained through the period of the Action Plan 2023-26 with staff turnover being managed such that a member is replaced within 3 months of leaving/service completed.	
ER4	Researchers recognise and act on their role as key stakeholders within their institution and the wider academic community.	ER41. Research Staff and Research Staff Managers are included in decision making fora where they can make active contributions to policy and practice. These include RCSG, [RSWG](#), and the University RKEC.	No	Annual review Nov 2024 Nov 2025	Chair Research Staff Working Group (with Researcher Development Manager)	Membership of the committees to be reported annually to RKEC in the Research Development Report, to ensure that engagement is high and valued by Research Staff and Research Staff Managers.	
		ER4.2 All departments (where there is sufficient Research Staff) or groups of departments have a Research Staff Network that includes 1 annual Research Staff welcome event + >1 social/networking event per year; Research Staff from these networks are represented in the [RSWG](#).	Yes	Annual review Nov 2024 Nov 2025	Chair Research Staff Working Group (with Researcher Development Manager)	[RSWG](#) reporting on events in the annual progress review exceeds the target activity and the representation on [RSWG](#) maintained or increased.	
Employment							

Recruitment and induction						
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.						
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	No new action has been identified.				Every recruitment panel is chaired by a member of staff who has completed our essential training in recruitment practice. As a Disability Confident Leader (level 3) we are committed to building disability confidence and supporting disabled staff at recruitment and throughout their employment. Adopting an anonymous shortlisting to remove bias from our process.
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	EI2.1 RSWG-led project to improve the quality of the induction experience for Research Staff at institutional and department/faculty levels, ensuring a joined-up approach.	No	Plan developed by Jul-24, implement by Nov-25, evaluate by Jun-26	Chair Research Staff Working Group	At least 60% of Research Staff answering CEDARS Q22.1-22.2 ("when you started with your current employer how useful did you find your induction - at institutional level - at departmental/faculty/unit level") find it useful or very useful (CEDARS 2023: Q22.1 29%; Q22.2 46%)	Survey response rate for this question in 2023:21% Research Staff (n=55)
Recognition, reward and promotion						
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.						
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	EI3.1 RSWG-led project to improve the transparency and clarity of promotion at institutional and department/faculty levels (communication, funding mechanisms, use of narrative CV to be considered) and improved management communications.	No	Plan developed by Jul-24, implement by Oct-24, evaluate by Jun-25	Chair Research Staff Working Group, Deputy Director Workforce Development and Chair of USAT	Institutional Question: over 50% of Research Staff answer "yes" to CEDARS Q62 ("aware that the University has a promotion process for research staff") (CEDARS 2023: 37% responded "yes")	Institutional question in CEDARS 25 to be continued. Survey response rate for this question in 2023:27% Research Staff (n=71).

Note: In the table above, the last column cell content for EI2 and EI3 represents the rightmost "Progress/Notes" column; the "Measure of success" column contains the CEDARS question descriptions.

EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See EI3.1 (above)			DDHR Deputy Director Workforce Development		At least 95% of Research Staff Managers answering CEDARS Q30.6 ("use inclusive, equitable and transparent recruitment processes") are fully confident or confident (CEDARS 2023: 95%)	Survey response rate for this question in 2023: 41% Research Staff Managers (n=83)

Responsibilities and reporting

The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.

EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	No new action has been identified.						All line managers are encouraged to attend Staff Development and Performance Reviewer training via a virtual workshop.
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	No new action has been identified.						Bribery, Diversity in the Workplace, Unconscious Bias, Recruitment Training Panel & Chair, Fire Safety Awareness, Information Security Awareness, Cyber Security Awareness, Concordat to Support Research Integrity, Anti-money Laundering, Marshalls Safeguarding in HE, Be The Change, Pastoral Support and Safeguarding Training for staff in Professional and Technical Services are all mandatory training for either all staff or for those in research roles which require specialist training. Line managers receive monthly reports to identify who has completed training and who needs a refresher level training, to enable compliance.
ER2	Researchers understand their reporting obligations and responsibilities.	No new action has been identified.						All staff involved in financial transactions are required to complete Agresso training. Researchers are also offered training and access to the research project costing tool. Researchers are encouraged and supported to participate in ResearchFish and other exercises required by their funders. Bath also has a post-award project management team well versed in supporting PIs and research staff to comply with funder requirements.

People management

The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.						
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	No new action has been identified.				Managers have access to a suit of training activities: People Management Curriculum Series, FutureLearn Campus and the Development Toolkit (including managing hybrid teams, feedback skills, confident conversations, coaching skills for managers, managing people, SDPR training). New modules potentially to be developed in Facilitation Skills for Managers, Embracing EDI Practice in Management and Leadership and Climate Action for Managers. The Academic Talent Initiative will deliver new leadership interventions, piloted with select cohorts, looking at opportunities to support our academic leadership community to develop new skills to equip them to lead a supportive performance and delivery culture. This will include an evaluation of the approach and wider promotion of the People Management Curriculum.
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	EI5.1 A programme of communications from senior research leaders to PIs / Research Staff Managers where they champion excellent people management and its impact on research delivery is developed. Evaluate the impact through PI survey, develop an annual plan for 2024-2025 and refine into 2025-26.	No	Plan completed by Jul-24. Delivery completed by May-25. Review by Jul-25.	ADRs (with Associate Pro VC Research and Deputy Director HR)	At least 50% of Research Staff Managers answering CEDARS Q31.1-3 ("have undertaken conducting appraisals, managing staff performance, leading a research group") have completed training (CEDARS 2023: 54%,35%, 36% respectively)	Survey response rate for this question in 2023:42% Research Staff Managers (n=85).
		See EI3.1 (above)			Chair Research Staff Working Group	Institutional Question: over 50% of Research Staff answer "yes" to CEDARS Q62 ("aware that the University has a promotion process for research staff") (CEDARS 2023: 37% responded "yes")	Institutional question in CEDARS 25 to be continued. Survey response rate for this question in 2023:27% Research Staff (n=71).
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	No new action has been identified.				Through the delivery of the Academic Talent Initiative, a number of pilot departments (6/7 across the University, covering all academic staff in these departments) will be looking at opportunities to enhance performance and development practices to support the development of a culture where people are given the opportunity to fulfil their potential. As part of the ongoing evaluation of the work, academic leaders from these departments will be given a forum to share lessons learned and best practice across the wider research community to evolve new approaches that can be applied elsewhere.

EM4	Managers actively engage in regular constructive performance management with their researchers.	No new action has been identified.					Through the delivery of the Academic Talent Initiative there will an exploration of opportunities to enhance practices around SDPR/career conversations (in collaboration with pilot departments), both in terms of quality to meet the desired outcomes, and quantity, in terms of assurance that these practices are taking place. Lessons learned will be shared across the wider research community.
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	EM4.1 HoDs review information on SDPR/Career Conversations processes in their Faculty / School annually and provide feedback to PIs and Research Staff Managers where they have not engaged their staff actively and positively.	No	Sept-24 Sept-25	Heads of Department (with Research Managers)	60% of Research Staff Managers answering CEDARS Q30.1-4. "how confident you are in your ability to manage appraisal/review processes effectively; provide effective feedback to individual staff; deal with poor performance; acknowledge good performance" are confident or fully confident (CEDARS 2023: 88%, 92%, 41%, 98% respectively).	Survey response rate for this question in 2023:42% Research Staff Managers (n=85).

Job security

The aim of this obligation is to improve the job security of researchers.

EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	EI6.1 Continue with the pilot project to move a selection of researchers onto open-ended contracts despite being on grant income, thereby breaking the connection between a particular piece of funding and a job.	Yes	Jul-25	Deputy Director Workforce Development	Scale up from one to three research groups. Six monthly quantitate and qualitative data collection to evaluate the impact of the project, as a co-creation process with the research groups. Second evaluation report to UEB March 2024.	Baseline September 2023: 13 research staff of the 19 research grant funded staff have been moved to open-ended contracts. Anti-casualisation agreement with UCU in place since March 2023 with the aim of reducing job insecurity. One of the strands of the work is to improve the redeployment process. This work is progressing with ongoing interactions with UCU.

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

PCDI1	Provide opportunities, structured support, encouragement, and time for	PCDI1.1 Deliver "Reimagining the Postdoctoral Experience" project: scope and develop a new Postdoc Academy for ECRs to facilitate greater focus on the minimum of 10 days CPD and to create a greater sense of belonging to a postdoc community. This project will include	No	Apr-24	Associate Pro VC Research	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities")	Survey response rate for this question in 2023:27% Research Staff (n=72).

	researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	exploration of the needs of PIs to manage and support ECRs with their development.				(CEDARS 2023: 8%, CEDARS 2022: 11%)	
		PCDI1.2 Creating guidance and case studies on 'What does professional development look like for Research Staff' and 'How can this benefit me as a researcher and/or manager".	Yes		Researcher Development Manager	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities") (CEDARS 2023: 8%, CEDARS 2022: 11%)	Survey response rate for this question in 2023:27% Research Staff (n=72).
		PCDI1.3 Promote institutional support for the engagement in a minimum of 10 days professional development for Research Staff by updating the Code of Practice for Employment of Research Staff to include specific language about expectations for engagement with 10 days professional development	Yes		Deputy Director HR	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities") (CEDARS 2023: 8%, CEDARS 2022: 11%)	Survey response rate for this question in 2023:27% Research Staff (n=72).
		PCDI1.4 Update annual appraisal forms to include questions about using the 10 days professional development or alternative system.	Yes		Deputy Director HR	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities") (CEDARS 2023: 8%, CEDARS 2022: 11%)	Survey response rate for this question in 2023:27% Research Staff (n=72).
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	PCDI6.1 Annual Researcher Development Report (Concordat and Action Plan progress report) to be reviewed at RKEC and published.	Yes	Nov-24 Nov-25	Researcher Development Manager	Report 2024 and 2025 produced for RKEC annually in November and published on RD Hub webpage.	
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	PCDM3.1 Improve engagement by strengthening the role of the DRSCs, through induction, expectation setting, reporting and coordination (include promotion of the "First Steps into Teaching" online module in communications regarding opportunities).	No	Apr-24	Associate Pro VC Research	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities") (CEDARS 2023: 8%, CEDARS 2022: 11%)	Survey response rate for this question in 2023:27% Research Staff (n=72).

PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	PCDR1.1 Ensure that potential researchers are aware of the minimum of 10 days CPD through recruitment adverts and in Research Staff Managers job descriptions	No	Mar-24	Head of Talent Acquisition	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities") (CEDARS 2023: 8%, CEDARS 2022: 11%)	Survey response rate for this question in 2023:27% Research Staff (n=72).
		PCDR1.2 Ensure that new researchers are aware of the minimum of 10 days CPD in joining information, benefits and offer email via Stonefish.	No	May-24	Head of Talent Acquisition	At least 20% of Research Staff answering CEDARS Q42 ("10 days or more spent on training and CPD activities") (CEDARS 2023: 8%, CEDARS 2022: 11%)	Survey response rate for this question in 2023:27% Research Staff (n=72).

Career development reviews							
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.							
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	PCDI2.1 Establish annual three-month campaign, within the Enhancing Research Culture Fund - Project "Changing Expectations: Transforming Careers", to target Research Staff Managers to support and promote career development reviews.	No	Jul-25	Researcher Development Manager	At least 35% of Research Staff answering CEDARS Q36 ("have a formal career development review with manager") respond yes (CEDARS 2023: 25%, CEDARS 2022: 25%)	Survey response rate for this question in 2023:26% Research Staff (n=70). Pilot initially in July 2024 within PCDI3.1 Project.
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	PCDI6.1 Annual Researcher Development Report (Concordat and Action Plan progress report) to be reviewed at RKEC and published.	Yes	Nov-24 Nov-25	Researcher Development Manager	Report 2024 and 2025 published on RD Hub webpage.	
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCDI2.1 (above)			Researcher Development Manager	At least 35% of Research Staff answering CEDARS Q36 ("have a formal career development review with manager") respond yes (CEDARS 2023: 25%, CEDARS 2022: 25%)	Survey response rate for this question in 2023:26% Research Staff (n=70). Pilot initially in July 2024 within PCDI3.1 Project.

PCDR4	Researchers positively engage in career development reviews with their managers.	See PCDI2.1 (above)			Researcher Development Manager	At least 35% of Research Staff answering CEDARS Q36 ("have a formal career development review with manager") respond yes (CEDARS 2023: 25%, CEDARS 2022: 25%)	Survey response rate for this question in 2023:26% Research Staff (n=70). Pilot initially in July 2024 within PCDI3.1 Project.
Career development support and planning							
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.							
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	PCDI3.1 Deliver the Enhancing Research Culture Fund - Project "Changing Expectations: Transforming Careers" to maximise the benefits of the Research England funded "Prosper" resource (University of Liverpool). Materials to be delivered in 2024-25.	No	Pilot May-25 Review May-26	Researcher Development Manager	At least 40% of Research Staff answering CEDARS Q35.4 ("extent you agree you have discussed your career options with a careers specialist") agree or strongly agree (CEDARS 2023:29%, CEDARS 2022: 26%). At least 60% of Research Staff answering CEDARS Q54.4 ("Research staff have knowledge of the range of future career opportunities available to them") agree or strongly agree (CEDARS 2023:43%)	Survey response rate for this question in 2023:26% Research Staff (n=69).
		PCDI3.2 Increase the number of departments using Complete First Steps into Teaching online module for PGRs and PDRAs who teach and promote this in all departments as recommended training for Research Staff who teach at the university	Yes	Aug-24	DRSCs, Academic Staff Development Manager, Researcher Development Manager	Over 70% of departments using Complete First Steps into Teaching online module for PGRs and PDRAs who teach.	Baseline: HoD survey 2022: 50% departments have used this resource as required training for Research Staff before they teach; 20% increase in AFHEA applications from PDRAs in 2022.
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used	PCDR3.1 The Enhancing Research Culture Fund - Project "Changing Expectations: Transforming Careers (See PCDI3.1) will include a three-month campaign to support PIs with career development reviews.	No	Pilot May-24 Review & deliver annually May-25 May-26	Researcher Development Manager	At least 60% of Research Staff answering CEDARS Q35.5 ("extent you agree you have a clear career development plan") agree or strongly agree (CEDARS 2023: 40%, CEDARS 2022: 26%)	Survey response rate for this question in 2023:26% Research Staff (n=70).

	to support job applications.						

	Research identity and leadership						
	The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.						

PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	PCDI4.1 Pilot new leadership skills development "Lead Programme 2024".	No	Jul-24	Researcher Development Manager	At least 25% of Research Staff answering CEDARS Q33.4 ("have undertaken training or CPD in leadership") state they "have done this" (CEDARS 2023: 19%) Qualitative data to be collected before and after the programme to demonstrate impact.	Survey response rate for this question in 2023:25% Research Staff (n=67).
		PCDI4.2 Create clearer guidance for the eligibility of postdoctoral researchers to become Co-Investigators on grants, where the funders allow this.	Yes	Mar-24	Head of Pre-Award (with Research Staff Working Group)	At least 25% of Research Staff answering CEDARS Q33.4 ("have undertaken training or CPD in leadership") state they "have done this" (CEDARS 2023: 19%)	Survey response rate for this question in 2023:25% Research Staff (n=67).
PCDM4	Managers identify opportunities and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	PCDM4.1 As part of ECI1.2 (RSWG project to improve induction experience of Research Staff) to review PI induction so that they are aware of the 10 days professional development for Research Staff.	Yes	Jul-24	Chair Research Staff Working Group (with Researcher Development Manager, Deputy Director Workforce Development)	At least 74% of Research Staff answering CEDARS Q33.4 ("my immediate manager supports me to develop my research identity") agree or strongly agree (CEDARS 2023: 74%)	Survey response rate for this question in 2023:26% Research Staff (n=70).
		PCDM4.2 As part of annual Postdoc Appreciation Week establish an engagement activity where Research Staff Managers can nominate Research Staff and give public recognition for their contributions.	No	Sept-24 Sept-25	Researcher Development Manager	At least 60% of Research Staff answering CEDARS Q44.1 ("I am appropriately recognised for my contributions to my institution") agree or strongly agree (CEDARS 2023: 42%)	Survey response rate for this question in 2023:27% Research Staff (n=72).

		PCDM4.3 Institutional question will be added to future CEDARS to capture data on whether Research Staff Managers are aware of updated guidance on postdoctoral researchers Co-I eligibility on grants (linked to PCDI4.2).	Yes	Jun-26	Researcher Development Manager	CEDARS 2026: 60% Research Staff Managers are aware of updated guidance and process of supporting their Research Staff to apply.	Baseline data to be established in CEDARS 2025.
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	PCDM5.1 Offer Research Staff Managers 1-1 coaching in focused campaign to develop their confidence to deal with poor performance.	No	Dec-24	Researcher Development Manager	At least 60% of Research Staff Managers answering CEDARS Q30.3 ("confidence in your ability to deal with poor performance") are confident or fully confident (CEDARS 2023: 41%)	Survey response rate for this question in 2023:42% Research Staff Managers (n=85).
		PCDM5.2 Explore opportunities for specific Research Staff Managers leadership development using resources of the UKRI Future Leaders Fellowships Development Network's Leaders in Learning Legacy.	No	Apr-24	Researcher Development Manager	At least 60% of Research Staff Managers answering CEDARS Q30.3 ("confidence in your ability to deal with poor performance") are confident or fully confident (CEDARS 2023: 41%)	Survey response rate for this question in 2023:42% Research Staff Managers (n=85).
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	PCDR5.1 Research Staff are offered opportunities to develop research identity through access to seed funding through British Academy and GW4 funding initiatives.	No	Sep-25	Researcher Development Manager	At least 50% of Research Staff answering CEDARS Q35.7/35.8 ("You have time to develop your research identity/leadership skills") agree or strongly agree (CEDARS 2023: 51%/41% respectively)	Survey response rate for this question in 2023:26% Research Staff (n=70).
		PCDR5.2 Build on the pilot 2023 "Fellowship Academy" to deliver a more flexible programme, tailored to the varying needs of different researcher career stages.	No	Jan-24	Head of Research Development (with Strategic Research Development Managers and Research Development Managers)	At least 50% of Research Staff answering CEDARS Q35.7/35.8 ("You have time to develop your research identity/leadership skills") agree or strongly agree (CEDARS 2023: 51%/41% respectively)	Survey response rate for this question in 2023:26% Research Staff (n=70).

Diverse careers

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	PCDI5.1 Deliver Alumni project to engage post-doctoral alumni (in careers outside academia) to share experience and provide bitesize mentoring for current postdoctoral researchers. Run postdoctoral specific sessions through the "Get Connected" Programme.	No	Jul-25	Associate Director of Supporter Engagement	At least 20% of Research Staff have engaged with the mentoring and careers beyond academia workshops. Qualitative evaluation of workshops demonstrates increased awareness of careers options.	Institutional question will be added to future CEDARS to capture data on engagement with career options beyond research.
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	PCDM2.1 Deliver "Community Coaching" to HSS Faculty researchers and share good practice across other Faculties/School.	No	Apr-24	Associate Dean Research (with Research Manager) in Humanities and Social Sciences	At least 25% of Research Staff in HSS have engaged in Community Coaching and report a positive change through participation.	New initiative in 2023 so no baseline data.
		PCDM2.2 Strengthen the role of DRSCs to provide mentors for Research Staff, ensure there is representation across all departments, with specific terms of reference.	No	Jan-24	Associate Pro VC Research, Chair Research Staff Working Group	DRSCs (or equivalent role for small departments) established across all Departments.	Baseline data at Sept 2023: 5 DRSCs active in the role.
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	PCDR2.1 Deliver focused opportunities for 1-1 coaching on careers outside academia with careers professionals in Postdoc Appreciation Weeks and Research Culture Weeks.	No	Jun-24 Sept-24 Jun-25 Sept-25 Jun-26	Head of Careers Service	Engagement with 50 members of Research Staff through these two events.	
		PCDR2.2 Build content with a focus on careers outside academia as a partner in "23 Things International".	No	Jun-24 Sept-24 Jun-25 Sept-25	Research Development Manager (School of Management)	Three new blog posts established. Participation of 30 members of Research Staff in the programme.	
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public	PCDR6.1 Deliver specific events in Postdoc Appreciation Week and Research Culture Week focused on Consultancy, Citizen Science, Public Engagement for Research Staff	No	Jun-24 Sept-24 Jun-25 Sept-25	Researcher Development Manager	Increase engagement to 70 members of Research Staff per annum.	Baseline data at Sept 2023: Postdoc Appreciation Week events attended by 55 Research Staff.

| | engagement and commercialisation. | | | | | |

Further hyperlinks and supplementary information	
1	The University of Bath Strategy 2021 to 2026
2	Athena SWAN (bath.ac.uk)
3	Vision for Research Staff (bath.ac.uk)
4	Research culture (bath.ac.uk)
5	Research Staff Working Group (bath.ac.uk)
6	Staff wellbeing (bath.ac.uk)
7	Equality, Diversity and Inclusion (bath.ac.uk)
8	Research integrity and ethics (bath.ac.uk)
9	Harassment is Never OK (bath.ac.uk)
10	The University's Resolution Framework (bath.ac.uk)
11	Work-related stress and wellbeing policy (bath.ac.uk)
12	Wellbeing Action Plan (bath.ac.uk)
13	Mental health and wellbeing training (bath.ac.uk)
14	Safety, Health and Employee Wellbeing (bath.ac.uk)
15	Counselling services for staff (bath.ac.uk)
16	Flexible working and leave policy (bath.ac.uk)
17	Resources for supporting staff wellbeing (bath.ac.uk)
18	Staff wellbeing champions (bath.ac.uk)
19	Support and Report (bath.ac.uk)
20	Be The Change and Pastoral Care & Safeguarding staff training (bath.ac.uk)
21	Research policy and governance (bath.ac.uk)
22	Athena SWAN Submissions (bath.ac.uk)
23	Race Equality Taskforce (bath.ac.uk)
24	Getting help with research integrity and ethics queries (bath.ac.uk)
25	Research Ethics Open House (bath.ac.uk)
26	Allegations of misconduct in research (bath.ac.uk)
27	Ethics Review Process (bath.ac.uk)
28	Concordat to support research integrity (bath.ac.uk)
29	Research Integrity Training (bath.ac.uk)
30	Public Interest Disclosure (Whistleblowing) Policy (bath.ac.uk)
31	Disability Confident Leader status (bath.ac.uk)
32	SDPR: Conducting an effective review (bath.ac.uk)
33	Mandatory training for staff (bath.ac.uk)
34	People Management Curriculum (bath.ac.uk)
35	The Development Toolkit - an online learning and development resource for staff (bath.ac.uk)
36	Career conversations (bath.ac.uk)

Abbreviations and glossary	
ADR	Associate Dean (Research)
AFHEA	Associate Fellow of the Higher Education Academy
CEDARS	Culture, Employment and Development of Academic Researchers Survey
Co-I	Co-Investigator
CPD	Continuing Professional Development
CV	Curriculum Vitae
Dept	Department
DRSC	Departmental Research Staff Coordinator
ECR	Early Career Researcher
EDI	Equality, diversity and inclusion
EIA	Equality Impact Assessment
GW4	GW4 is an alliance of four research-intensive and innovative universities in the southwestern region of the UK: Bath, Bristol, Cardiff and Exeter
HoD	Head of Department
HR	Human Resources
HSS	Humanities and Social Sciences
KPI	Key Performance Indicator
PI	Principal Investigator
PDRA	Postdoctoral Research Associates
RCSG	Research Culture Steering Group (formerly Research Culture Working Group)
RKEC	Research and Knowledge Exchange Committee
RSWG	Research Staff Working Group
SDPR	Staff Development and Performance Review
UCU	University and College Union
UKRI	UK Research and Innovation
USAT	University Self-Assessment Team (Athena SWAN)

37	The University of Bath and Bath UCU commit to greater employment security for staff
38	Code of practice for the employment of research staff (bath.ac.uk)
39	Departmental Research Staff Coordinators (DRSC) (bath.ac.uk)
40	Research England Enhancing Research Culture Fund for 2024 (bath.ac.uk)
41	The Bath LEAD Programme 2024
42	New University of Bath Fellowship Academy 2022-23
43	Get Connected (bath.ac.uk)