

Reforming research assessment at the University of Reading: CoARA Action Plan 2024-2028

Introduction

The University of Reading's five-year CoARA Action Plan covers the period from January 2024 to December 2028. It takes account of and summarises work undertaken since March 2022, when strategic action to address research assessment reform in the University was initiated.

The University established the Research Evaluation in Recruitment and Promotion Working Group under the sponsorship of the Committee on Open Research and Research Integrity (CORRI) in 2022. Its primary remit was to consider, make recommendations for and support the implementation of effective and auditable responsible research assessment practices which include recognition for Open Research practice, in recruitment, probation and promotion processes relating to research-active academic staff. Its Terms of Reference having since evolved to encompass research assessment more broadly, this group is now known as the **Research Assessment Working Group (RAWG)**.

The Working Group has made some progress in understanding current practice, planning reform activity, communicating its work to relevant stakeholders, and developing a draft Research Assessment Policy, which sets out the principles and methods of responsible research assessment it proposes the University adopt.

As part of this work, the Working Group secured approval for the University to sign the Agreement on Reforming Research Assessment¹ and commit to a process of research assessment reform aligned to the Agreement's Principles and Commitments. In 2023 the University signed the Agreement and joined the Coalition for Advancing Research Assessment (CoARA).² This Action Plan sets out a roadmap for the University's reform journey over the coming years.

Background

In 2018 the University adopted a Statement on the Responsible Use of Metrics in Research, based on the Leiden Principles.³ While this was a positive step, the Statement lacked the status of policy, and its principles have not been fully operationalised in the University's research assessment processes.

The University recognised that substantial work would be required to integrate responsible research assessment practices into its policies and procedures. In the period since the Statement was published, discussions in the sector have evolved from a narrower focus on the responsible use of publication metrics towards a broader framework of responsible research assessment which is more responsive to the diversity of roles and activities that contribute to the quality and impact of research, which values integrity, rigour and openness in the conduct and communication of research, and which promotes diversity, equality and inclusion. This broader research assessment framework is articulated in the Principles and Commitments of the Agreement on Reforming Research Assessment.

¹ Coalition for Advancing Research Assessment (2022). Agreement on Reforming Research Assessment. <https://coara.eu/agreement/the-agreement-full-text/>.

² <https://coara.eu/agreement/signatories/?category%5B0%5D=united-kingdom#signatories>.

³ University of Reading, Statement on the Responsible Use of Metrics in Research. <https://www.reading.ac.uk/research/research-environment/integrity>.

The University has also, in recent years, undertaken strategic activity to develop Open Research culture and practice, and in its Open Research Action Plan 2021-23 had identified objectives to include recognition and reward for Open Research in recruitment, promotion, performance assessment and research planning policies and procedures. This is considered to be essential to the growth of an institutional research culture that incentivises and rewards good Open Research practice.

The Research Evaluation in Recruitment and Promotion Working Group was established by CORRI in March 2022 in response to these two drivers: to implement effective responsible research assessment processes across all relevant procedures, and to include recognition and reward for Open Research. As Working Group activity evolved so did its Terms of Reference to encompass research assessment more broadly. In May 2024 the Group became the Research Assessment Working Group.

The remit of the RAWG is to develop and implement research assessment policy aligned to the CoARA Principles, working with stakeholders to incorporate provisions into relevant procedures, to implement communications, guidance, training and support, and to establish measures and mechanisms for ongoing monitoring and evaluation of policy.

The CoARA Commitments

By signing the Agreement on Reforming Research Assessment, The University subscribes to four Core Commitments and six Supporting Commitments. These are:

Core Commitments

1. Recognise the diversity of contributions to, and careers in, research in accordance with the needs and nature of the research
2. Base research assessment primarily on qualitative evaluation for which peer review is central, supported by responsible use of quantitative indicators
3. Abandon inappropriate uses in research assessment of journal- and publication-based metrics, in particular inappropriate uses of Journal Impact Factor (JIF) and h-index
4. Avoid the use of rankings of research organisations in research assessment

Supporting Commitments

5. Commit resources to reforming research assessment as is needed to achieve the organisational changes committed to
6. Review and develop research assessment criteria, tools and processes
7. Raise awareness of research assessment reform and provide transparent communication, guidance, and training on assessment criteria and processes as well as their use
8. Exchange practices and experiences to enable mutual learning within and beyond the Coalition
9. Communicate progress made on adherence to the Principles and implementation of the Commitments
10. Evaluate practices, criteria and tools based on solid evidence and the state-of-the-art in research on research, and make data openly available for evidence gathering and research

These Commitments are being operationalised by the University through CORRI as the strategic sponsor and the RAWG as the co-ordinator of implementation. [Appendix 1](#) shows how University activity as described in the following Action Plan will address the CoARA Commitments.

RAWG membership

The RAWG is chaired by Professor Adrian Bell, Associate Pro Vice-Chancellor for Prosperity and Resilience. Members include: the Research Data Manager (Library), the Research Publications Adviser (Library), a Research and Enterprise Development Manager (Research Services), a Research

Communications Business Partner, the REF and Research Planning Manager, an HR Partner, a Head of School, and three academic representatives (including one early career researcher).

Membership of the WG reflects the University's understanding of the key stakeholder groups that should be represented in the delivery of the WG's objectives.

Progress to date

Work over the period from March 2022 to December 2024 has included the following activities:

Observation of a sample of selected recruitment and Personal Titles (academic promotion) processes was undertaken to establish a baseline understanding of current practice. While only a small sample of cases was observed, the exercise identified several examples of sub-optimal practice, on the part of both candidates and assessors, including use of the Journal Impact Factor, indicators of journal prestige and the H-index as signifiers of research or researcher value. It also noted that Open Research criteria are almost entirely unused.

The WG has progressively developed a **plan of action**. This has evolved as the Working Group has developed its knowledge and as the Terms of Reference of the Group have evolved. It is now articulated in the form of this CoARA Action Plan.

The WG identified **signing the Agreement on Reforming Research Assessment** as an important step in terms of confirming the institutional commitment to a process of research assessment reform and communicating intent to key stakeholders and the wider research community. The University signed the Agreement in July 2023 and circulated internal communications in the period following signature.

A policy **co-development framework** has been developed. **Key stakeholders** in research assessment have been identified, with whom co-development work will be undertaken. Stakeholders include owners of processes that involve the assessment of research or researchers, who may need to implement changes in these processes. A table of key stakeholders by role is provided in [Appendix 3](#).

A **Research Assessment Policy** has been drafted, which incorporates the current guidance on the use of responsible metrics within a broader framework of research assessment aligned to the Principles and Commitments of the Agreement on Reforming Research Assessment. This draft Policy will be further developed through a process of co-development with stakeholders.

Some early-stage efforts have been made to develop **guidance and practical tools**, including a 'Researcher Assessment and Selection Criteria: Best Practice Checklist for Hiring Managers'. Guidance and training will be developed in collaboration with stakeholders through the policy co-development process.

The WG has given some consideration to possible **measures that could be used to monitor and evaluate** the effects of the adoption of a new Research Assessment Policy and the introduction of new requirements and processes in affected University procedures. These will inform co-development and implementation of monitoring and evaluation procedures in collaboration with stakeholders.

Action Plan 2024-2028

Areas of action and timelines are outlined in the following plan. The RAWG will meet regularly during the period covered by the plan in order to manage progress and plan future work. It will formally report progress to CORRI on an annual basis and at the end of the five-year period.

The activities below are described in six work packages (WP). [Appendix 2](#) plots the activities against a timeline for the period 2024-2028.

WP1. CoARA Action Plan

Key objective: To develop an Action Plan for the implementation of the CoARA Agreement, ensuring appropriate coordination with other relevant initiatives (e.g. the University's Open Research Action Plan)⁴

Key milestone: Action Plan approved and submitted

Activity	Start	End
Review timelines - based on resource & ORAP timelines	July 2024	Jan 2025
Allocation of responsibilities (RACI) & resource to tasks	Jul 2024	Jan 2025
Final timeline agreed by WG	Jul 2024	Jan 2025
Draft plan approved by CORRI	Jul 2024	Oct 2024
Action plan submission		Jan 2025

The CoARA Action Plan covers the period from January 2024 to December 2028. This will cover the main policy and procedure implementation phase to December 2026 and a subsequent period of operational integration, monitoring and evaluation.

Annual reviews and updates of the Action Plan will be reported to CORRI, the WG sponsoring Committee.

WP2. Policy development

Key objective: To co-develop a policy for Research Assessment in line with the commitments of CoARA that is appropriate for the University

Key milestone: Policy approved, owners of implementation elements identified & key changes to existing processes identified

Activity	Start	End
Identify key stakeholders	Jul 2024	Dec 2024
Create a co-development framework	Jul 2024	Dec 2024
Co-development with Research Division Leads	Dec 2024	Apr 2025
Co-development with Heads of School/Heads of Department	Jan 2025	Apr 2025
Co-development with Academic staff/Researchers	Jan 2025	Apr 2025
Co-development with Doctoral and Researcher College (for PhD students/post-docs)	Jan 2025	Apr 2025
Co-development with probation/recruitment/rewards/R6 to R7 promotion process owners and key stakeholders	Jan 2025	Apr 2025
Co-development with academic promotions process owner and key stakeholders	Jan 2025	Apr 2025
Co-development with Performance and Development Review process owner	Jan 2025	Apr 2025
Co-development with Research Planning processes (Research Division Operational Plans, Annual Research Plans, internal/external funding/support selection) owner and key stakeholders	Jan 2025	Apr 2025

⁴ University of Reading, Open Research Action Plan. <https://www.reading.ac.uk/research/research-environment/open-research>

Activity	Start	End
Co-development with Heads of functions within Research & Innovation Directorate	Jan 2025	Apr 2025
Review draft Research Assessment Policy	Jan 2025	May 2025
Submit for approval & publish Research Assessment Policy	May 2025	Jun 2025

A Research Assessment Policy will be the keystone of the University's reformed research assessment framework. It will be aligned to the Agreement on Reforming Research Assessment and set out the principles and methods of research assessment that the University and its employees are expected to follow. The Policy will supersede the University's Statement on the Responsible Use of Metrics in Research, which will be incorporated into Policy guidance.

A draft Policy has been developed by the WG. This will form the basis of co-development activity with identified stakeholders. Co-development will continue into April 2025 and will involve engagement with: owners of procedures affected by the policy, including those relating to recruitment, probation, promotion and reward, Performance and Development Review (PDR) and research planning processes; those who will implement and support implementation of policy provisions; researchers impacted by the policy.

A co-development framework has been developed which will enable key stakeholders to inform the development of the final policy, to consider the impacts of the policy on existing processes, to identify changes that need to be made to policies and procedures, and to facilitate agreement about method and timing of implementation.

The co-development process will lead to a revision of the Policy in Spring 2025. The WG will seek University approval for the Policy once this revision is complete, with a view to publication of an approved Policy with supporting guidance by June 2025.

WP3. Policy implementation

Key objective: To understand how process owners intend to implement the policy and their expected timings. To support process owners in their implementation and training

Key milestone: Updated policies, guidance and training for all processes

Activity	Start	End
Develop and publish Research Assessment Policy generic guidance	May 2025	Oct 2025
Develop responsible research assessment generic training module	May 2025	Oct 2025
Recruitment process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines	Apr 2025	Sep 2025
Probation process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines.	Apr 2025	Sep 2025
Rewards process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines.	Apr 2025	Sep 2025
Promotion process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines.	Apr 2025	Sep 2025
Research Planning process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines.	Apr 2025	Sep 2025
Process owners implement changes (timings to be revised based on information above, assume gradual implementation)	Jul 2025	Dec 2026
Review and update generic research assessment training module	Apr 2026	Sep 2026

Guidance and training will be developed in Spring-Autumn 2025 to support implementation of the Research Assessment Policy. Requirements gathered through Policy co-development will inform the guidance and training provided. Guidance and tools will be made available from the Policy web pages to support practical implementation of the Policy. This will include guidance on application of the policy in specific procedures and may include supporting resources such as the 'Researcher Assessment and Selection Criteria: Best Practice Checklist for Hiring Managers' which has been drafted.

A responsible research assessment training module will be developed and hosted on the University's online learning platform, UoRLearn. This will provide basic training in responsible research assessment concepts and practices and the requirements of the Research Assessment Policy.

Co-development work undertaken in WP2 will have enabled owners of affected policies and procedures to identify changes that need to be made and plan for their implementation. The WG will work with procedure owners to support the implementation process over the period from Spring 2025 to the end of 2026. Guidance and training to support effective implementation and compliance with policy will be further developed during 2026.

WP4. Engagement and communications

Key objective: To ensure that all staff, line managers and decision makers are aware of the policy and the changes and timing of changes to processes relevant to them

Key milestone: Policy and implications communicated, understood and adopted by all staff as relevant to their roles

Activity	Start	End
Develop Communication and Engagement Plan 2024-28	Jan 2025	Jun 2025
Implement comms and engagement plan (exact timings depending on implementation)	Apr 2025	Dec 2026

A Communication and Engagement Plan will be developed, and will be updated annually when the Action Plan is updated. Work in WP2 has already identified key stakeholders and stakeholder groups in the University who need to be engaged as part of implementation (see [Appendix 3](#)).

Key elements of communication will involve delivery of a public Research Assessment web page providing access to the Research Assessment Policy and supporting information and guidance, which can be linked to from relevant policies and procedures and other sources, such as job advertisements. Training resources will also be highlighted.

A communications campaign will support formal adoption of the Policy by the University and its progressive implementation in related policies and procedures.

WP5. Monitoring and evaluation

Key objective: To develop mechanisms and indicators to evaluate progress in the use of CoARA principles across all relevant processes and by all staff

Key milestone: Approach to evaluation agreed with stakeholders, data & measures agreed

Activity	Start	End
Define format and BAU owner of the evaluation and monitoring process	May 2025	Dec 2025
Identify measures & mechanisms to be used for monitoring and evaluation and measures approved by CORRI	May 2025	Dec 2025

Activity	Start	End
Develop tools and processes based on agreed format to enable monitoring & evaluation	Jun 2025	Mar 2026
Implementation monitoring	Oct 2025	Dec 2028
Evaluation	Oct 2025	Dec 2028
Five-year report to CORRI and CoARA	Jul 2028	Dec 2028

Policy co-development with procedure owners will consider what information will need to be collected in order to monitor, evaluate and report on implementation and compliance, and methods by which information will be collected and reported. Monitoring will be implemented when the Research Assessment Policy is adopted and as related procedures implement relevant provisions. Evaluation of implementation will continue throughout the period of the Action Plan, to the end of 2028. At the end of the five-year period a five-year progress report will be provided to CORRI, and further to approval, to CoARA.

WP6. External engagement

Key objective: To ensure that University initiatives are informed by sector best practice and that UoR learning is shared with the sector

Key milestone: Membership and participation in key sector networks

Activity	Start	End
Agree priorities for engagement with CoARA and responsible individuals	Jan 2024	Sep 2024
Identify opportunities for funding bids to CoARA to support the Action Plan	Jan 2024	Dec 2028
Sign DORA and undertake communications	Dec 2026	Jul 2027
Engage with other external initiatives and investigate signing up (e.g. More Than Our Rank initiative)	Sep 2027	Jul 2028

The University will participate in CoARA as appropriate to communicate progress and exchange good practice with the wider community. It will maintain awareness of, seek to benefit from, and contribute to the activities of CoARA Working Groups where this is relevant. It will participate throughout the period as a member of the UK National Chapter of CoARA.⁵

The WG will monitor opportunities to seek funding to support implementation of the Action Plan, for example through CoARA Boost Cascade Funding calls.

The WG will also maintain awareness of relevant external initiatives of relevance to its remit and engage as appropriate. These include the UK Reproducibility Network's Open and Responsible Research Reward and Recognition project (OR4) to support the institutional implementation of recognition and reward for Open Research,⁶ which the University is engaging with through its Open Research Action Plan Implementation Group, and the More than Our Rank initiative to highlight the importance of avoiding the use of rankings in research assessment.⁷

It is hoped that by December 2026 the University will have acquired sufficient confidence in its reformed research assessment policy and procedures to be able to sign DORA. A proposal to sign DORA will be formally considered by the University, with a view to signing by December 2026.

⁵ CoARA National Chapter: UK. <https://coara.eu/coalition/national-chapters/coara-national-chapter-uk-2/>

⁶ UKRN, OR4. <https://www.ukrn.org/open-and-responsible-researcher-reward-and-recognition-or4/>.

⁷ INORMS, More than Our Rank. <https://inorms.net/more-than-our-rank/>

Version	Date	Authors	Description
1.0	26/02/2024	Robert Darby	First Version
2.0	03/05/2024	Adrian Bell, Robert Darby, Rachel Thorns	Second Version
3.0	13/06/2024	Robert Darby	Clean version following approval by University Board for Research and Innovation 10 th June 2024
4.0	22/11/2024	Wanda Tejada, Robert Darby, Adrian Bell	Plan re-organised into Work Packages. Some changes to scope of activities and timelines.
5.0	16/12/2024	Wanda Tejada, Robert Darby, Adrian Bell	Some timelines adjusted. Approved by PVC-R for sharing with CoARA.

Appendix1. How CoARA Commitments will be addressed

No. Commitment		How the Commitment will be addressed
1	Recognise the diversity of contributions to, and careers in, research in accordance with the needs and nature of the research	The Core Commitments (1-4) will be explicitly addressed in the Research Assessment Policy, updates to relevant policies and procedures, and related communications, guidance, training and support. Compliance with the Commitments will be monitored and evaluated. We will investigate signing up to the More Than Our Rank initiative to support Commitment 4.
2	Base research assessment primarily on qualitative evaluation for which peer review is central, supported by responsible use of quantitative indicators	
3	Abandon inappropriate uses in research assessment of journal- and publication-based metrics, in particular inappropriate uses of Journal Impact Factor (JIF) and h-index	
4	Avoid the use of rankings of research organisations in research assessment	
5	Commit resources to reforming research assessment as is needed to achieve the organisational changes committed to	The RAWG has been established under the sponsorship of CORRI with a remit to implement effective, auditable responsible research assessment that includes recognition for Open Research. We will investigate requirements for support to effectively operationalise Policy over the course of the Action Plan and will make recommendations where the need for additional resources has been identified.
6	Review and develop research assessment criteria, tools and processes	We will review and make recommendations for the update of research assessment criteria in relevant processes. We will work with owners of affected procedures to develop practical guidance and tools in support of effective policy implementation, and we will make recommendations as appropriate.
7	Raise awareness of research assessment reform and provide transparent communication, guidance, and training on assessment criteria and processes as well as their use	We will develop a Communication and Engagement Plan for the work of the group and strategic communication activity which will be undertaken throughout the period of the Action Plan. Guidance and training will be developed and promoted within the institution.
8	Exchange practices and experiences to enable mutual learning within and beyond the Coalition	We will engage with CoARA, including through the UK National Chapter, and seek opportunities to share and discuss practice.

No.	Commitment	How the Commitment will be addressed
9	Communicate progress made on adherence to the Principles and implementation of the Commitments	We will report on progress annually to CORRI and highlight progress in internal communications. Progress will be reported to CoARA at the end of the Action Plan period, in 2028.
10	Evaluate practices, criteria and tools based on solid evidence and the state-of-the-art in research on research, and make data openly available for evidence gathering and research	We will implement ongoing monitoring and evaluation of implementation, which will be reported to CORRI and will inform strategic activity.

Appendix 2. Action Plan timeline

										2024				2025				2026				2027				2028			
WP	WP Key Objective	WP key milestone	Activity	Lead	R WG Team	A	C	I	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
1	CoARA Action Plan	To develop an Action Plan for the implementation of the CoARA Agreement, ensuring appropriate	Review timelines - based on resource & ORAP timelines	WT	RD	RD	WG	CORRI																					
			Allocation of responsibilities (RACI) & resource to tasks	WT	RD	RD	WG	CORRI																					
			Final timeline agreed by WG	RD	WT	AB	WG	CORRI																					
			Draft plan approved by CORRI	RD	WT	AB	WG	CORRI																					
			Action plan submission	RD		AB	WG	CORRI																					
2	Policy Development	To co-develop a policy for Research Assessment in line with the commitments of CoARA that is appropriate for the University	Identify key stakeholders	WT	RD	AB	WG	CORRI																					
			Create a co-development framework	RD		AC																							
			Co-development with RDLs	AC		AB/RD																							
			Co-development with HoS/HoD	JD		AB/AC																							
			Co-development with Academic staff/Researchers	ER		AB/JD																							
			Co-development with DARC (for PhD students/post-docs)	DARC		ER/AB																							
			Co-development with probation/recruitment/rewards/R6 to R7 promotion process owners and key stakeholders	AB		ER/RT		HR, Probati	CORRI																				
			Co-development with academic promotions process owner and key stakeholders on draft policy to identify a	RT		AB/JD		HR, Promot	CORRI																				
			Co-development with PDR process owner	JD		RT/ER																							
			Co-development with Heads of functions within Research & Innovation Directorate	AB		RD/WT																							
			Co-development with Research Planning processes (RDOPs, ARP, internal/external funding/support selection)	AB		ER/WT		RDLs, UCRI	CORRI																				
			Review RA policy	RD				WG	CORRI																				
			Submit for approval & publish RA policy	RD				CORRI, UEB																					
3	Policy Implementation	To understand how process owners intend to implement the policy and their expected timings. To support process owners in their implementation and training	Develop and publish Research Assessment Policy generic guidance	RD	??	AB	WG, sampl	WG, CORRI																					
			Develop responsible research assessment generic training module	KR	RD, ER, WT	AB	WG, sample of stakeholders	WG, CORRI																					
			Recruitment process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines. WG to support as needed.	HR (TBC)	RT	HR (TBC)	HoS, RDLs, UEB, line managers	WG, CORRI																					
			Probation process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines. WG to support as needed.	Prob Chair	RT	Prob Chair	Probation Ctees, HoS	WG, CORRI																					
			Rewards process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines. WG to support as needed.	Reward Chair	RT	Reward Chair	Rewards Ctees, HoS	WG, CORRI																					
			Promotion process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines. WG to support as needed.	Promotions Chair	RT	Promotions Chair	Promotion Ctees, HoS	WG, CORRI																					
			RPP process owner to refine approach to implementation of changes (including guidance & training) and suggested timelines. WG to support as needed.	PVCI R&I	AB/WT	PVCI Leads	RDLs, UOA Leads	WG, CORRI																					
			Process owners implement changes (est. - timings to be revised based on information above, assume gradual implementation)	Process owner's	WG Team	Process owners	TBC	TBC																					
			Review and update generic research assessment training module	RD	??	AB																							
			4	Engagement and comms	To ensure that all staff, line managers and decision makers are aware of the policy and the changes and timing of changes to processes relevant to them	Policy and implications communicated, understood and adopted by all staff as relevant to their roles	CK	WG Team	AB	TBC	CORRI																		
Develop Communication and Engagement Plan 2024-28																													
Implement comms and engagement plan (exact timings depending on implementation)	CK	WG Team				AB	TBC	CORRI																					
5	Monitoring and evaluation	To develop mechanisms and indicators to evaluate progress in the use of CoARA principles across all relevant processes and by all staff	Define format and BAU owner of the evaluation and monitoring process	TBC	TBC	AB	RIU/PSO/HR																						
			Identify measures & mechanisms to be used for monitoring and evaluation and measures approved by CORRI	TBC	TBC	AB	RIU/PSO/HR																						
			Develop tools and processes based on agreed format to enable monitoring & evaluation	TBC	TBC	TBC	TBC																						
			Implementation monitoring	TBC																									
			Evaluation	TBC		AB																							
6	External engagement	To ensure that University initiatives are informed by sector best practice and that UoR learning is shared with the sector	Agree priorities for engagement with CoARA and responsible individuals	AB	RD																								
			Identify opportunities for funding bids to CoARA to support the Action Plan	RD	TBC																								
			Sign CoARA and undertake communications	AB	TBC	AB																							
			Engage with other external initiatives and investigate signing up (e.g., More Than Our Bank initiative)	RD	TBC	AB																							

Appendix 3. Key stakeholders by role

Process	Process Role	Name	University Role
Rewards	School Chair	Head of School Various	Manages School process
Rewards	HR	Various	Advise and coordination
Promotions	School Committee Chair	Head of School Various	Manages School process
Promotions	School Personal Titles committee membe	Various	Contribute to school process
Promotions	University Personal Titles Committee Cha	VC	Chairs University committee
Promotions	University Personal Titles Member	Various	Contributes to University process
Promotions	Right of attendance	University Secretary	Contributes to University process
Promotions	Right of attendance	Director of HR	Contributes to University process
Promotions	Secretariat	University Secretary	Supports process
Professorial Salaries Advisory Group	Committee Chair	PVC R&I	Chairs Committee
Professorial Salaries Advisory Group	Committee members	Various	Contribute to the process
Professorial Salaries Advisory Group	Secretariat	HR	Supports process
Professorial Salaries Advisory Group	Researchers	Various	Use process
Probation	School Chair	Head of School Various	Manages School process
Probation	Academic Probation Sub-Committee Chai	[redacted]	Chairs University committee
Probation	Committee Member	Various	Contribute to process
Probation	Secretariat	HR	Supports process
Probation	Researchers	Various	Use process
PDR	Head of School	Head of School Various	Manages and implements School process
PDR	Head of Department	Various	Manages and implements Dept process
PDR	Academic line managers	Various	Implement individual process
PDR	HR	Various	Design and approve
PDR	Researchers	Various	Use process
Research Planning	UCRI Chair	PVC R&I	Chairs Committee
Research Planning	UCRI members	Various	Design and contribute to the process
Research Planning	Secretariat	RDO	Supports process
Research Planning	RDLs	Various	Implement the process
Research Planning	Researchers	Various	Use process
REF Planning	REF PG Chair	PVC R&I	Chairs committee
REF Planning	REF PG members	Various	Design and approve process
REF Planning	Secretariat	RDO	Supports process
REF Planning	UOA Leads	Various	Implement process
REF Planning	Researchers	Varous	Use process
Recruitment	HR	Various	Design, approve and implement process
Recruitment	School Panel Chair	HoS	Implements process
Recruitment	School Panel members	Various	Implement process
Recruitment	Institutional Panel Chair	VC/PVCs	Implement process
Recruitment	Institutional Panel Members	Various	Implement process
General Support	Head Research Services, R&I Directorate	[redacted]	Manages support and guidance
	University Librarian, R&I Directorate	[redacted]	Manages support and guidance
All	Researchers		Impacted by changes