

Appendix 2: Action Plan for 2017 – 19, aligned to strategy for 2015 – 19

Objectives	Action	Lead	Completed by	SMART Success Measure
Review and build upon existing governance structures at the University for RS matters to further assist the full implementation of actions in this Plan. This will include reviewing lines of communication between key stakeholder groups (RSDWG and URG in particular) with clear Terms of Reference	ACTION 1: Research Staff (RS) Standing item on the URG agenda	Mark Leech (RBESS), Sarah Fitzgerald (FBMH)	Ongoing	Communication flow between URG, RSDWG and other senior stakeholder groups increase, as evidenced by volume of email communication and actions taken as a result of improved RS governance structures at the University
	ACTION 2: RSDWG to consult with the AVP for Research ahead of each bi-monthly URG meeting to agree content of RS Standing item	Mark Leech (RBESS), Rachel Cowen (FBMH)	Ongoing	
1. Recruitment & Selection (Concordat Principles 1, 2 & 6)				
1.1 (i) The HR Sub Committee will continue to monitor the University's Equality and Diversity data and uptake of Recruitment and Selection courses delivered by Staff Learning & Development. (ii) Reports, highlighting data relevant to research staff recruitment and selection, to be sent to Chair of the RSDWG (AVP for Research) for action where necessary.	ACTION 3: E&D monitoring is undertaken by the University's senior HR Sub Committee twice yearly, and reports sent to RSDWG for feedback	Patrick Johnson (E&D), Mark Leech (RBESS)	Ongoing, twice annually	Formal evidence (e.g. meeting notes) of the review of RS E&D data, and actions taken
1.2 Ensure that (a) all eligible research staff are employed on an Open-Ended contract (OEC) and (b) research staff understand the benefits of OECs. Enabling actions: (a) Working with HR, obtain empirical data for the number of eligible research staff who are/are not on an open-ended contract and take appropriate action to ensure all those eligible are on an open-ended contract. (b) Raise awareness of The University's Contracts Policy with research staff by the most effective routes of communication identified in the new Research Staff Communications Plan	ACTION 4: By June 2018, RSDWG to complete work with HR/E&D to introduce procedures and processes for annual reporting and monitoring of RS Contracts data. From June 2018, RSDWG to monitor RS Contracts data and take action to ensure that all eligible RS are employed on an OEC	Mark Leech (FBMH), Rachel Cowen (FBMH), Patrick Johnson (E&D), Karen Heaton (HR)	Ongoing, annually	All eligible RS are employed on an OEC within 3 months of each annual review of RS Contracts data
	ACTION 5: A decision is taken by the University whether or not to introduce a single contract type (OEC) for RS. If a single contract type is agreed, work to be undertaken by HR working in partnership with RSDWG and URG, and other key stakeholders, to develop new procedures, processes and policies to support the change accompanied by a Comms drive to inform all RS, PIs and other key stakeholders (Faculty Deans, Vice Deans for Research, Heads of School etc) of the new procedures and processes	Matt Lambon Ralph (AVP for Research), Mark Leech (FBMH), Karen Heaton (HR)	Jun-18	If agreed, OEC Policy for RS in place, effectively communicated to all stakeholders (RS, PIS, senior leadership and management) and supported by HR procedures and processes
	ACTION 6: RSDWG to discuss and, if agreed, to make a recommendation to the University's Staff Survey Board to include RS – specific questions in 2019 USS to survey RS about (a) type of contract of employment (FTC, OEC) (b) years of service (c) awareness of Contracts Policy and processes	RSDWG	Feb-18	That, by 2019, the University has put in place an empirical measure to report on the numbers of RS aware of the University's Contracts policy and the associated benefits

	ACTION 7: RSDWG to submit a proposal first to URG and then, if approved, to the University's Comms Strategy Group to recommend that a University Comms Strategy and Plan is developed and implemented specifically for RS. The proposal for a RS Coms Strategy and Plan will be developed in consultation with all key stakeholder groups and individuals, including RS via RS rep networks.	RSDWG	Feb-18	By 2019, the University has in place a Comms Strategy and Plan in place and being used to effectively communicate essential messages to RS with coordination between Central and Faculty Comms
1.3 Increase awareness of The University's Extended Access Policy amongst research staff	ACTION 8: RSDWG to agree and implement processes and procedures that will raise awareness of the University's EAP amongst RS	RSDWG	Feb-18	In the 2019 USS, 75% of RS respondents report that they are aware of the EAP and its benefits to them
	ACTION 9: RSDWG to make a recommendation to the University's Staff Survey Board to include question in USS 2019 onwards to monitor awareness of the EAP amongst RS; RSDWG to take action to raise awareness of the EAP	RSDWG	Dec-18	
	ACTION 10: RSDWG to commission and complete a case study of a RS member who has successfully made use of EA to help promote EA to RS (and PIs) across the University; the case study to be distributed via different channels, including the new RS Handbook	RSDWG	Jan-19	
	ACTION 11: RSDWG to work with HR to put in place a mechanism to send RS currently on the extended redeployment register a link to a short feedback form to ask how they found out about EA, how they used it and what benefit they have gained from having it	RSDWG	Dec-18	
	ACTION 12: RSDWG, working in partnership with HR and IT Services, to oversee the implementation of a process that allows the University to report uptake of EA amongst eligible RS. RSDWG to monitor uptake data and take appropriate action if needed to ensure that all eligible RS are offered EA.	RSDWG	Jun-18	
	ACTION 13: RSDWG to complete a formal University – wide survey of Bridging Funding practice and procedures employed by Schools and Faculties and report findings, with recommendations, to URG. The report to make recommendations based on findings to bring equity to all RS re: access to Bridging Funding.	RSDWG	Dec-18	

1.4 Clarify and communicate bridging funding opportunities to PIs and research staff.	<p>ACTION 14: If the recommendations arising from Action 13 to establish equitable Bridging Funding opportunities for all RS are approved by the University Policy and Resources Committee (PRC), Faculties and Schools to be asked to provide details of how they will implement procedures to fund Bridging Funding opportunities for RS, and outline a selection process for allocating funding to eligible RS.</p> <p>If the recommendations arising from Action 13 are not approved, RSDWG to prepare a document for circulating to Faculties and Schools giving examples of best practice re equitable Bridging Funding opportunities for RS.</p>	RSDWG	Oct-19	By 2019, RS, PIs and senior management are aware of the Bridging Funding opportunities at the University; in the 2019 USS, 75% of RS respondents are aware of local/University's Bridging Funding procedures
	<p>ACTION 15: Bridging Funding to be included in information provided to RS via the proposed University RS Comms Strategy and Plan</p>	Mark Leech (RBESS), Rachel Cowen (FBMH), Kate Cassidy (Central Comms)	Feb-18	
	<p>ACTION 16: RSDWG to recommend to the University's Staff Survey Board that a question is inserted into the 2019 SS to survey RS awareness of University bridging funding procedures and opportunities available to them</p>	RSDWG	Dec-18	

2. Recognition and Value (Concordat Principles 1,2,3,4,6)

2.1 (i) To establish consistent University-wide practice that ensures due and fair recognition and reward to research staff regarding co-authorship and IP rights. Discussions at RSDWG, HR and URG to clarify how best this can be achieved. (ii) Include information/guidance in (a) the training to be given to PIs regarding the new University online PDR system and (b) the revised Research Staff Handbook	<p>ACTION 17: A section on IP rights and authorship included in the new online RS Handbook</p>	Mark Leech (RBESS), Rachel Cowen (FBMH)	Jun-18	A new section is published in the new online RS Handbook
	<p>ACTION 18: RSDWG to clarify with HR the time frames of rolling out the new online P&DR system to RS. If significant delays in rolling out the online P&DR system to RS persist, a communication (from chair of the RSDWG) to be sent out to all PIs asking them to use the old paper-based P&DR system for RS until the new online system goes live for RS.</p>	RSDWG, Karen Heaton (HR)	Dec-17	By March 2018, all RS and PIs are aware of the system to be used to complete P&DRs for RS
	<p>ACTION 18: RSDWG to oversee the completion of a consultation with RS (via the University's RS rep Network) to ascertain what actions need to be taken by the University to help RS feel more valued as a part of the University.</p>	RSDWG	Feb-18	To achieve a target of 80% of RS respondents in the 2019 USS agreeing with the statement that "RS are valued as part of the University"
	<p>ACTION 19: A written report, with recommendations, based on the findings from Action 18 to be completed and sent to URG for approval and implementation.</p>	RSDWG	Jul-18	

2.2 Strengthen research staff representation across The University to ensure research staff are effectively represented at School, Faculty and institutional levels. Enabling actions: to (i) establish effective Research Staff Fora (or equivalents) in all Faculties (ii) develop and implement a faculty and institutional Communications Strategy and Plan for research staff.	ACTION 20: (i) all 3 Faculties have RS reps in each School, and RS rep Faculty Fora; (ii) RSDWG to run an inaugural University - wise event for all RS reps	RSDWG, Mark Leech (RBESS)	Nov-17	To achieve a target of 80% of RS respondents in the 2019 USS agreeing with the statement that "RS are valued as part of the University"
	ACTION 21: By July 2018, RSDWG to agree future ambitions for RS representation at the University and nationally. Recommendations to will be sent to URG for approval and implementation.	RSDWG	Jul-18	
	ACTION 22: To monitor success of the North-West RSA and the University's involvement in it. By March 2018, metrics of success to be agreed by RSDWG.	Rachel Cowen (FBMH), RSDWG	Mar-18	
	ACTION 23: to reverse the 5% drop in RS agreeing with the statement "RS are valued as part of the University" in the 2019 USS, and continue the improvement year on year.	RSDWG	Ongoing	
2.3 PIs/line managers are aware of their responsibilities to research staff in relation to The Concordat and The University's Concordat Implementation Plan. Enabling action: (i) Develop best practice materials (written, film) and (ii) include appropriate content in NAPs and Master classes.	ACTION 24: By Sept 2019, SLD, working in partnership with RSDWG, and with support from senior management, deliver new training programmes that enhance the leadership and management skills and competencies of PIs. SLD training will complement existing training delivered by Faculty Training Teams	RSDWG, SLD	Sep-19	A culture of awareness of The Concordat and The University's Concordat Implementation Plan is established amongst academics, research staff and relevant PSS staff, reflected in a target of 70% of research staff being aware of both documents in 2019 USS scores.
	ACTION 25: Working with the national Researchers 14 Group and the University RS Network, RSDWG to develop and implement a strategy to increase awareness and status of the University Concordat Implementation Plan	Rachel Cowen, RSDWG	Dec-18	
2.4 Increase completion – and effectiveness - of PDRs by/for research staff following implementation of new University online PDR system. Enabling action: (i) Write training and deliver guidance material to PIs/line managers and research staff, and (ii) establish most effective methods of communicating information.	ACTION 26: HR put in place a plan for rolling out P&DRs to all RS from 2018 onwards	Matt Lambon Ralph (AVP for Research), Mark Leech (FBMH),Karen Heaton (HR)	Mar-18	In 2019 USS, 85% of RS respondents agree that they have had a "P&DR in the past 12 months"
	ACTION 27: By June 2018, if ready, RSDWG to work with HR to oversee the rollout of the new University online P&DR system to RS according to a HR rollout plan.	RSDWG	Jun-18	
	ACTION 28: If delays to the rollout of the new online system to RS are expected beyond Jan 2018, communications sent out to all stakeholders that P&DRs for RS to be completed using the old paper based system.	Matt Lambon Ralph (AVP for Research), Mark Leech (FBMH),Karen Heaton (HR)	Feb-18	

2.5 Recognise and reward via time allocation, promotion and the annual P&DR, the various roles research staff undertake. Enabling actions: (i) Review recognition and reward procedures employed across The University, including consultation with HR. (ii) Review to be tabled at RSDWG and URG and appropriate actions taken.

ACTION 29: By May 2018, RSDWG to develop a strategy and plan – for approval by URG – to raise awareness of promotion opportunities for RS at the University (especially at Associate and Senior Fellow level) with RS, PIs and line managers. RSDWG to propose a strategy and plan for approval and implementation by URG to share good practice and promotion success stories amongst RS and their managers.	RSDWG	May-18	By 2019, a 5% increase in average University success rate of promotions amongst RS
ACTION 30: RSDWG to review the messaging on University promotion opportunity webpages to ensure that it is fully inclusive of RS. Information about promotion to be added to the RS <i>Recognition and Reward</i> pages in the new online RS Handbook	RSDWG	Jun-18	
ACTION 31: RSDWG to work with Faculty Communications Teams to include timely messaging to RS about promotion rounds and support available to them to assist with preparation of promotion applications	RSDWG	Jun-18	
ACTION 32: RSDWG to report RS promotion data at all grades (including BAME and FT/PT status) to URG for action where required	RSDWG	Ongoing, annual	
ACTION 33: RSDWG to undertake annual monitoring of RS promotions data, alongside the institutional Athena SWAN Action Plan and make recommendations to URG for action as required	RSDWG	Ongoing, annual	
ACTION 34: RSDWG to investigate whether University awards can be created that recognise and reward RS (and excellent PI practice to support RS) and a report, with recommendations submitted to URG by June 2018. If awards are possible and agreed by the University, awards introduced in 2019.	RSDWG	Sep-18	To achieve a target of 80% of RS respondents in the 2019 USS agreeing with the statement that "RS are valued as part of the University"
ACTION 35: To be agreed at RSDWG and approved by URG that the University produces a high level statement confirming that there are no institutional barriers to RS leading on grants as a PI or Col.	RSDWG	Sep-18	
ACTION 36: The E&D Office to capture data (Titles and Grades) of PIs and CoIs on research grant applications (successful and unsuccessful) to assess the current situation re RS (baseline data) to enable RSDWG to monitor data annually from Jan 2019	E&D, RSDWG	Jun-18	
ACTION 37: RSDWG produce a proposal for consideration by URG detailing recommendations of how reward and recognition for RS can be linked to the annual P&DR	RSDWG	Sep-18	
			By 2019, an increase of 5% in RS agreeing that their P&DR was effective in the 2019 USS

	ACTION 38: If a University RS Comms Strategy and Plan is agreed and implemented (see Action 6 above), include information about RS Reward and Recognition opportunities and activity at the University	RSDWG		To achieve a target of 80% of RS respondents in the 2019 USS agreeing with the statement that "RS are valued as part of the University"
3. Support and Career Development for research staff (Concordat Principles All)				
3.1 To ensure managers for research staff budget, plan and support research staff to take up to 10 days per annum for professional and career development training. Enabling action: To be discussed at RSDWG and URG to determine how this can be implemented.	ACTION 39: RSDWG to discuss the proposal that the University publishes an Expectations document/Policy stating that the number of 'release' days RS are allocated to attend Career and Personal Development activities provided by the University, as well as external opportunities. If agreed the proposal will be submitted to URG for approval and implementation.	RSDWG	Feb-18	By 2019, an increase in 10% of the number of RS agreeing in the 2019 USS that they had engaged with > 5 days of Career and Personal Development activities
3.2 To provide researchers with the tools to evaluate their own skills and development needs via a P&DR and a PDP. Enabling action: Appropriate tools built into new online University P&DR system	ACTION 40: Monitor the frequency of RS setting personal and career development objectives in P&DRs via data collected from the 2019 USS and beyond .	RSDWG	Sep-19	An increase of 5% in RS agreeing that they have set personal and career objectives in their P&DR from 2017 - 2019 as shown in the respective USS data for RS
3.3. (i) Deliver careers advice for research staff, publicising case studies of "success stories" including different career paths.	ACTION 41: RSDWG to oversee the production and publication (e.g. in the RS Handbook) of case studies from RS who have benefited from mentoring, Career Training and Development, and Coaching	RSDWG	Dec-18	
(ii) Publicise mentoring opportunities available to research staff at The University i.e. Faculty Researcher Development Teams, Manchester Gold and STDU.	ACTION 42: RSDWG to produce a strategy and plan to raise awareness – and promote uptake - amongst RS of the University's new Manchester Network a new and powerful resource to enable RS to link up with suitable mentors form around the world and in different sectors.	RSDWG	Sep-18	By Sept 2019, 20% of RS making use of Manchester network to find suitable mentors
(iii) Increase number of research staff engaging with formal mentoring schemes at The University. One Faculty produces a "Research Brochure" which includes case studies of successful research staff, and the support they made use of at The University to assist success. A review will be undertaken to establish whether this example of good practice can be adopted in other Faculties.	ACTION 43: include information about career development, and mentoring/ coaching opportunities in the proposed University RS Comms Plan (see Action 7).	RSDWG	Feb-18	An increase of 5% of RS agreeing that they had engaged with mentoring/coaching opportunities at the University in the 2019 USS compared to equivalent 2017 data
(iv) The use of case studies, in the form of short films, applicable to different stages of a postdoctoral career, will be reviewed.	ACTION 44: By Sept 2018, RSDWG to design procedures to measure engagement of RS with coaching and mentoring opportunities, and to review data annually	RSDWG	Sep-18	
	ACTION 45: By Jan 2019, 5 Alumni have given presentations to RS at the University about their career development	Faculty RS Developers, RSDWG	Jan-19	By 2019, the RSDWG work collaboratively with the DDAR to our in place a Plan to make better sue of Manchester Alumni to support RS in their career development, including on site visits

3.4 Encourage mobility between academia/industry, UK/overseas, research disciplines/groups through placements/exchanges as a development path for research staff. Although mobility is encouraged for all research staff at The University, more work needs to be done to explore ways The University could support mobility e.g. providing financial support to make placements possible. To be discussed at RSDWG and URG, and action plan developed and implemented if appropriate.	ACTION 46: Include a section in the new online RS Handbook on mobility, including funding to support RS undertake mobility – related activity	Mark Leech (RBESS), Rachel Cowen (FBMH), RSDWG	Jun-18	
	ACTION 47: RSDWG to produce a proposal, for approval by URG, of the University can assist RS to engage with industry	RSDWG	Jun-18	An increase of 5% of RS agreeing that they had engaged with industry in the 2019 USS compared to equivalent 2017 data
	ACTION 48: By Dec 2018, RSDWG to present a proposal to URG for approval and implementation of internal funding models that could support external training/placements for research staff, and communicate these to Faculty and School senior leadership for comment. Revised proposal sent to URG for approval and implementation	RSDWG	Dec-18	Decrease by 5% those RS responding to the 2019 USS who agree that they would like to collaborate with colleagues outside of the UK and with business but have not done so
	ACTION 49: RSDWG complete a consultation with RS to better understand their needs to support mobility and write a proposal and recommendation paper for approval and implementation by URG	RSDWG	Sep-18	An increase of 5% of RS agreeing that they had engaged with mobility activity in the 2019 USS compared to equivalent 2017 data
3.5 Improve engagement and effectiveness of P&DRs for research staff at The University. Based on the success of an online system developed for research staff – ResDOT – The University is reconfiguring it for rollout to all staff across the institution. The PDR process will be reinvigorated and mandatory training and a suite of supporting materials, to be developed and delivered. Work is being undertaken to ensure that the training and guidance material to support the reinvigoration of the PDR system includes information specific to research staff.	See Actions 26 – 28 above			
3.6 (i) To strengthen Induction programmes at School, Faculty and institutional level. Induction is an important opportunity to communicate essential information to new starters, including The Concordat Implementation Plan. The URDC and FRSDs to work collaboratively to draw up an action plan to improve the quality and effectiveness of Inductions. (ii) Furthermore, the “Induction” section in the revised Research Staff handbook will be given more prominence to ensure that both PI/line manager and research staff member complete it.	ACTION: Ongoing, inductions delivered as required.		Ongoing, as required	In the 2019 USS RS data, an increase in 10% of RS having an induction, and finding them effective, compared to equivalent 2017 USS RS data

4. Researchers’ Responsibilities (Concordat Principles 4,5)

4.1 To consider establishing Champions to promote awareness of The Concordat and The University’s Concordat Implementation Plan and its implications for PIs/line managers and research staff, and to encourage the development of a shared culture of responsibility for researcher career development. To be discussed at the RSDWG and URG, and, if supported, to draw up a strategy and action plan to implement.	Effective Research Staff rep structures, with stronger governance and clear Terms of Reference are now in place in 2/3 Faculties with the 3 rd well on the way to putting in place RS reps and governance structures and Champions are no longer required.	N/A	N/A	N/A

5. Equality and Diversity

<p>5.1 The University will continue to monitor its Equality and Diversity data and support Schools and Faculties in gaining and renewing Athena SWAN awards, in the expectation that improve processes and practices in the recruitment and career development of women will benefit all staff and applicants. The University will continue with network groups for staff, including a Peer Supported Group for Returners from Maternity, Paternity and Adoption Leave, BME Staff Network Group, Disabled Staff Network group, International Staff Network group and Women in Science, Engineering and Technology (WiSET). Enabling Action: The URDC to obtain quarterly update reports from the E&D Unit to present at RSDWG</p>	<p>ACTION 50: Ongoing: E&D to continue to present E&D RS reports to the RSDWG</p>	<p>RSDWG, E&D Office</p>	<p>Ongoing, twice annually</p>	
<p>5.2 Publicise The University's promotion and recognition and reward policies and procedures amongst research staff. One Faculty has completed a focused push in encouraging research staff to apply for promotion, which has resulted in 24/30 applications being successful. This example of good practice will be rolled out in all Faculties.</p>	<p>ACTION 51: RSDWG to request that the E&D Office collect the following RS E&D data to identify any inequalities compared to other staff groups (academic, PSS) :</p> <ul style="list-style-type: none"> - The number of RS who are named as CoI and PI on research grant applications (successful and unsuccessful); - RS promotions, including gender, BAME, PT/FT status <p>These data will be reported to the RSDWG who will monitor the data and raise actions that need to be taken on behalf of RS</p>	<p>RSDWG, E&D Office</p>	<p>Ongoing, annually</p>	<p>That, by 2019, the University has established robust data collection, reporting and monitoring procedures, with associated governance, to ensure that all RS E&D issues are actioned</p>
	<p>ACTION 52: RSDWG to draft a proposal to URG for approval that includes a set of good practice and guidelines to be adopted in all Schools across the University to support RS promotions, including how Schools should allocate sufficient annual funds in anticipation of RS promotions</p>	<p>RSDWG</p>	<p>Jun-18</p>	
	<p>ACTION 53: RSDWG, with approval from URG, to produce and, distribute a document to all PIs giving details of the promotion opportunities for RS in PIs' respective School/Faculty, including key deadlines in the promotions application process.</p>	<p>RSDWG</p>	<p>Jun-18</p>	<p>Target to increase both the number and success rate of promotion applications from RS by 10% between 2017 – 19.</p>
	<p>ACTION 54: RSDWG to monitor RS promotions data and take appropriate action to keep the University on track to meet its 2019 RS promotions targets</p>	<p>RSDWG</p>	<p>Ongoing, annually</p>	
<p>6. Implementation and Review</p>				
<p>6.1 Publicise and raise awareness of The University's Concordat Implementation Plan and progress with actions. The RSDWG to determine the best methods to achieve this objective.</p>	<p>ACTION 55: Include key documents that RS should be aware of in the University RS Comms Plan, if approved (also make use of appropriate Comms channels to raise awareness of these key documents amongst PIs and PSS staff)</p>	<p>RSDWG</p>	<p>Feb-18</p>	
<p>6.2 To continue to actively engage in national and international networks, including Vitae and LERU. The University hosted and ran the NW Vitae Hub and will continue to be an active contributor to post Hub structures and work in the North West. Enabling action: The URDC to produce quarterly reports for review by the RSDWG</p>	<p>ACTION 56: Ongoing: University staff to continue to influence, and contribute to the regional, national and international Researcher Development landscape</p>	<p>RSDWG, Faculty Research Staff Developers, PSS staff</p>	<p>Ongoing, annual monitoring via internal survey of appropriate staff</p>	<p>By 2019, baseline data established from internal survey procedures</p>
<p>6.3 To continue to seek feedback from research staff including local (University Staff Survey) and national surveys (CROS), as well as Research Staff Rep networks and The University's RSA. Enabling action: To increase participation in surveys (CROS, University Staff Survey) and improve dissemination of findings via Research Staff networks and the RSA in particular.</p>	<p>ACTION 57: RSDWG to monitor completion of RS – specific actions arising from the 2017 USS included in the institutional APR</p>	<p>RSDWG</p>	<p>Every 3 months</p>	<p>By 2019, all actions in the 2017 - 19 Concordat Implementation Plan have been completed</p>

ABBREVIATIONS:				
RS - Research Staff	CIP - Concordat Implementation Plan			
FTC - Fixed Term Contract	PI - Principal Investigator			
OEC - Open Ended Contract	Col - Co - Investigator			
UoM - University of Manchester	NAP - New Academics Programme			
URDC - University Researcher Development Coordinator	URG - University Research Group[
AVP - Associate Vice President	RSDWG - University Research Staff Development Working Group			
PSS - Professional Support Services	RSA - Research Staff Association			
P&DR - Performance & Development Review	E&D - Equality and Diversity			
DDAR - Division of Development and Alumni Relations				