Research Staff Handbook

Faculty of Medical and Human Sciences

Contents

www.mhs.manchester.ac.uk

Welcome message from the Associate Vice President for Research

I am delighted that you have chosen to join The University of Manchester, Britain's largest research-intensive university. Research excellence is at the heart of our University and underpins the goal of The University of Manchester to be one of the top 25 research universities in the world by 2020. As a researcher at this University, you are one of our most valued members of staff. We value and recognise the important contribution you make to the University's strategic goals set out in our strategy documents, *Advancing the Manchester 2015 Agenda and more recently The University of Manchester Strategic Vision 2020*[1]. You are central to our Research Strategy which aims to attract, develop and nurture researchers at all stages of their career[2].

We have a vibrant research community at the University and we are committed to putting in place effective procedures and practices, both locally and institutionally, to support your career development. This has been recognized internationally by the European Commission who, in 2011, awarded the University its *HR Excellence in Research* badge. The badge acknowledges the alignment of the University with the principles of *The Concordat to Support the Career Development of Researchers*[3] and was awarded on the basis of the publication of our Concordat Implementation Plan[4].

I would also like to draw your attention to the University's Research Staff Development Working Group which I chair. The Group provides University-wide strategic and operational direction regarding the implementation of the Concordat for the benefit of research staff. Each Faculty has a research staff representative which sits on the Group so please contact your rep if you wish to raise any issues with the Group.

Within your Faculty and The University as a whole, we strive to create an environment that allows you to excel and reach your full potential. Your Faculty has a dedicated Researcher Development Team that offers expertise and guidance and a portfolio of excellent training opportunities to support the development of your career. I would strongly encourage you to make contact with them as soon as possible after your arrival to discuss the training available to you. Equally, it is important that *you* begin thinking about *your* career from day one.

In this pack, you will find very important information, both generic and Faculty/School–specific, about frameworks designed to support you as a member of research staff and assist with your ongoing personal and professional development. There is also a very useful induction checklist (page 7) which I would encourage you to complete to help you get off to the best possible start.

Finally, and most importantly, I wish you every success with your research whilst you are here at The University of Manchester.

Professor Matthew Lambon Ralph

Welcome message from your Faculty Dean

I am delighted that you have chosen to join the Faculty of Medical and Human Sciences here at The University of Manchester. Research and teaching excellence are key goals of the University. Specifically related to your post, you will be undertaking your research at an institution with a global reputation for being at the forefront of innovative and enterprising research.

Research within the Faculty of Medical and Human Sciences extends from understanding fundamental mechanisms underpinning health and how they are disturbed in disease, through development of new diagnostic tests, treatments and technologies, to health services and population research targeting unmet clinical need and facilitating the introduction of evidence-based innovations into clinical care. To provide a multidisciplinary environment that maximizes the opportunities to accelerate discoveries from basic and clinical sciences into improvements in healthcare, the Faculty is organized around a matrix which in one dimension involves Faculty Institutes in 'Brain, Behaviour and Mental Health'; 'Cancer'; 'Cardiovascular disease'; 'Inflammation and Repair'; 'Human Development'; and 'Population Health' within which medical and healthcare researchers have been brought together to address major healthcare challenges. The other dimension involves the Faculty professional schools of medicine, dentistry, nursing, pharmacy and psychology. Members of the professional schools are also associated with faculty institutes to create nodal points within the matrix for excellent multidisciplinary research in our faculty. Excellent links exist with the NHS in terms of undertaking pioneering medical and clinically-based research. The Faculty is a key stakeholder in the Manchester Academic Health Science Centre, a partnership with six research-intensive NHS organizations that aims to underpin the development of Greater Manchester as a world leader in health research plus education and facilitate translation of research findings to healthcare benefit.

Within the Faculty and the University as a whole, we strive to create an environment that allows you to excel and reach your full potential. This Handbook provides you with basic information about initiatives designed to support you as a member of research staff and assist you with ongoing career and professional development. The handbook also contains an induction checklist which you will need to go through with your supervisor in the first few days of arrival at the University and a list of contacts you may find useful.

The Faculty and University are committed to developing existing policy and practice to ensure that all of our contract researchers have a clear career development plan and have access to appropriate training opportunities, both locally and centrally. The latter is provided by the Careers Service, the John Rylands University Library, Staff Training and Development Unit and IT Services.

In addition to your line manager and colleagues, you may wish to discuss your career and professional development needs with the Faculty's Training Team (email: mhstraining@manchester.ac.uk). The Team can help you tailor professional development training programmes to your specific needs.

Good luck with your research and I hope you have a fulfilling and enjoyable time in your new position.

Professor Ian Jacobs
Dean and Head School of Medicine,
Faculty of Medical and Human Sciences

Director, MAHSC
(Manchester Academic Health Science Centre)

The University of Manchester structure: where you fit in

The University of Manchester is divided into four Faculties:

- The Faculty of Engineering and Physical Sciences
- The Faculty of Humanities
- The Faculty of Life Sciences
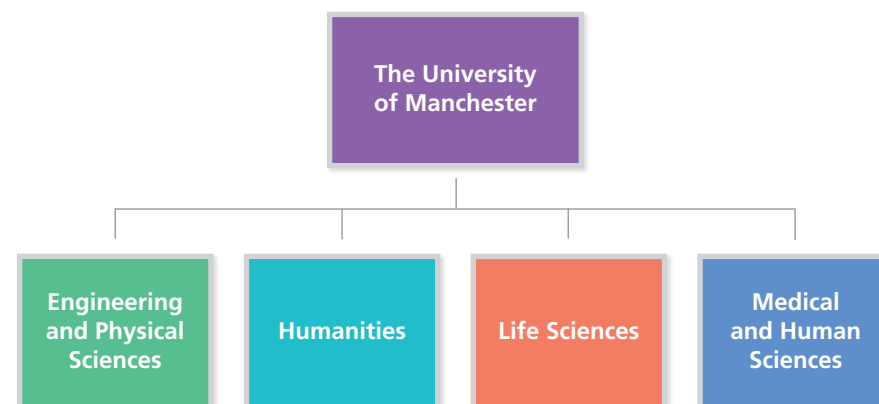- The Faculty of Medical and Human Sciences

The four Faculties have many of their own services including their own HR team, finance team, IT Services and Researcher Development Team. Other key services, like the Careers Service, Counselling Service and Staff Training and Development Unit are provided at University Level and serve all of the four Faculties.

The Faculties of Engineering and Physical Sciences, Humanities, and Medical and Human Sciences are further divided into Schools, which have their own administrative teams. The University has also established several major research institutes and Doctoral Training Centres (DTCs) to focus on and further develop key areas of cross-disciplinary research. Faculties and Institutes share information through their intranet web pages. A full list of Schools, Institutes and relevant web links can be found at: www.manchester.ac.uk/aboutus/structure/schools.

You will be primarily working within a research group within your School. However, you are also part of a much larger and vibrant research community. Currently there are 3573 postgraduate research students, 1829 research staff and 1925 research academics.

This gives you huge scope to share research ideas, equipment, research skills and methods, and for you to develop University-wide networks and collaborations.

The University of Manchester

- **Engineering and Physical Sciences**
- **Humanities**
- **Life Sciences**
- **Medical and Human Sciences**

Getting off to the best start – key contacts and induction checklist

It's important that you get off to the best start in your new position. Many people are available to support you and offer advice and help:

- Your first point of contact will be your line manager, a Principal Investigator, and/or your Research Group Leader. They will be able to provide the best advice about the key contacts and procedures in your research group, School and Faculty;

- Your Head of School Administration or Divisional Manager can also advise on administrative matters such as who's who in your School/Division/Faculty, health and safety issues, how to get an ID card, car parking permit and your contract and salary;

- Your local Faculty IT Services staff will set up your computer and email account and help you with any other computer queries that you may have;

- Your School Research Administrators are your key contact for finding out the details of your current grant/funding stream and future funding and fellowship opportunities;

- Your Faculty Researcher Development Team will be able to offer you information and guidance on the personal and career development training opportunities open to you;

- A full list of useful contacts can be found in Appendix 1.

Induction Checklist (page 7 ▶)

The following checklist provides a guide to the information that you should receive during your first week or two in your new position. You will find it useful to go through the checklist with your line manager so that they can direct you to the appropriate person.

Induction Checklist

Name: ....

Position: ....

Line manager: ....

Location: ....

Date of induction: ....

1. Welcome to School/Research Group ☐

**2. General Information
(tick box once information received/actioned)**

Copy of contract	☐
Information about your Pensions Scheme	☐
Access to Staff Portal	☐
Research Staff Handbook	☐
ID and library card	☐
Staff email and intranet registration	☐
Access to building/office and necessary keys	☐
Car parking permit application	☐
Health and Safety induction	☐

3. Hours of work

Discussion including: expectations	☐
Flexibility	☐
Working from home	☐
Lunch break	☐

4. Holiday

Discussion including: entitlement	☐
Authorisation procedure	☐
Other Leave	☐

5. Sickness

Discussion including: notification procedure	☐
Self-certification	☐
Medical certificates	☐

6. Salary

Discussion including: salary scale	☐
When paid	☐
Increment date	☐
Promotion opportunities	☐

7. Information requested from you:

Emergency contact: name, address and telephone number	☐

8. Departmental information

Staff introductions/lists of key people	☐
Appointments with key people	☐
Research Seminars	☐
School board/decision making procedures	☐
School notice boards/email lists	☐
Research space, desk and equipment	☐
Post	☐
Photocopying facilities/stationery	☐
Computer and telephone	☐
Financial rules and regs e.g. expenses and travel claims	☐
How to order items, incl. business cards	☐

9. Training and development needs

Personal development planning	☐
IT training needs identified	☐
Statistical training needs identified	☐
Research training needs identified	☐
Health and Safety training needs identified	☐
Meeting with Faculty Researcher Development Team	☐
Selection of an independent mentor	☐

10. Monitoring progress

Probationary arrangements discussed with my line manager	☐
Information about Performance & Development Reviews (P&DRs); see: http://tinyurl.com/c9xlbh7	☐
Date for progress meeting and probation confirmation	☐
Date for first full P&DR	/ /
Date for intermediary P&DR	/ /
Date for second full P&DR	/ /

The Researcher Development Agenda

Research within the higher education sector is critically important to the economic and cultural success of the UK. We produce 8% of the world's academic papers and 13% of the world's most highly cited works, ranking second only to the USA in research outputs. Research staff are central to this achievement and in recognition of this there is a national drive to improve your working conditions and career development opportunities. This is referred to as the *Researcher Development Agenda* and is underpinned by the *The Concordat to Support the Career Development of Researchers*[5]. This agreement between the funders and employers of researchers in the UK embodies seven key principles:

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research

2. Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research

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

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

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

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

7. The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK

At The University of Manchester, we wholeheartedly support the ethos of the Researcher Development Agenda. We are a co-signatory of The Concordat and have developed a Concordat Implementation Plan[6] which will allow us to fully adopt the Principles of The Concordat and continue to improve our procedures and practices to better support you.

To download The Concordat or a briefing document about how you may use the Concordat in partnership with The University of Manchester to support and develop your career, visit www.vitae.ac.uk/concordat.

The Research Excellence Framework (REF) 2014

The Research Excellence Framework (REF) 2014 is an exercise to assess the quality of research in UK universities. In November 2013, the University will submit detailed information on its research staff and their outputs, its research environment and the impact which University of Manchester research has achieved outside academia. All submissions will be assessed by HEFCE through a process of peer review and the results will be published in December 2014. The outcome of the REF will drive the allocation of HEFCE's "quality related" research funding, currently worth approximately £2 billion every year.

Further information about the REF and the University's preparations are available online at:
www.staffnet.manchester.ac.uk/services/rbess/research-strategy/ref

Reviewing your research and career progress

We want you to get the very best out of your time here and have put in place a performance and development framework to support you in your role.

As a new employee you should receive a **job description** setting out the main requirements of your role. In addition you may be given specific objectives by your line manager. If you are in any way unsure about what is expected of you, you should raise this immediately with your line manager and seek clarification. This is very important so that you can successfully complete probation.

Probation

All research staff have a 9 month probation. The purpose of probation is to provide an opportunity for you, as a new member of staff, to demonstrate that you are able to do the job to which you have been appointed and for your line manager to satisfy him/herself of this. The probationary period provides a framework for identifying and sorting out any early difficulties and is recognised as a time of adjustment to the working practices of The University of Manchester.

Whilst there are no fixed timescales for formal reviews of your performance within the 9 month probationary period it is expected that there will be a minimum of one review during the period. If this is not arranged you should raise this with your line manager.

If, at the end of probation, your line manager is unclear about your suitability for the role it is possible that they may extend probation for a further 2 months but ultimately employment may be terminated with 1 months notice. Thereafter the notice period is 3 months.

Performance and Development Review

To perform well, people need feedback. It is University policy that all members of staff are offered a yearly Performance and Development Review (P&DR) by their reviewer (normally their PI or alternative senior academic). The P&DR should be a constructive space, separate from probation, and disciplinary procedures, in which to work with your line manager or another senior colleague to consider your past performance and achievements and agree future plans and support. Although not mandatory we strongly recommend that one of the first things you do is to plan an annual and intermediary P&DR to ensure that you have the appropriate help to further your professional and personal development. Further information and a P&DR pro-forma to help you prepare for P&DR meetings is available at: documents.manchester.ac.uk/DocuInfo.aspx?DocID=42.

The University is planning to implement an online system to help you and your reviewer better manage your P&DR process. You and your reviewer will be notified when this happens.

Promotion

Promotion occurs at set times of the year and goes through a promotion panel which will usually include staff from HR, Professional Support Services and academics. If you wish to be considered for promotion you should discuss this with your line manager as you will need their support to make an application. For a copy of the most up-to-date promotion criteria contact your Faculty or School HR office.
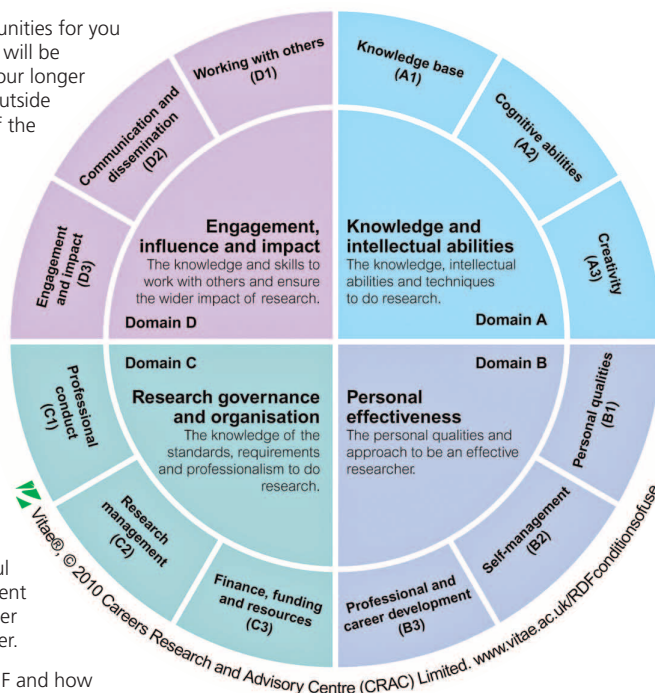
Personal development planning

The University provides many opportunities for you to develop skills and knowledge that will be helpful in your current role and for your longer term career development within or outside academia. To raise your awareness of the many skills you have as a researcher and help you develop a personal development plan we recommend that you use the national Researcher Development Framework (RDF) developed by Vitae.

Vitae is a national organisation championing the personal, professional and career development of doctoral researchers and research staff in higher education institutions and research institutes and its website houses a wealth of useful information and guidance.

The RDF describes the knowledge, behaviours and attitudes of successful researchers at all stages of development from first year postgraduate researcher through to high profile research leader.

For further information about the RDF and how to use it see www.vitae.ac.uk/researchers/428241/Researcher-Development-Framework.html.

 Vitae have also launched an online tool to help you map yourself against the RDF: www.vitae.ac.uk/researchers/291411/RDF-Professional-Development-Planner.html.

Domain D — Engagement, influence and impact
The knowledge and skills to work with others and ensure the wider impact of research.
- Working with others (D1)
- Communication and dissemination (D2)
- Engagement and impact (D3)

Domain A — Knowledge and intellectual abilities
The knowledge, intellectual abilities and techniques to do research.
- Knowledge base (A1)
- Cognitive abilities (A2)
- Creativity (A3)

Domain C — Research governance and organisation
The knowledge of the standards, requirements and professionalism to do research.
- Professional conduct (C1)
- Research management (C2)
- Finance, funding and resources (C3)

Domain B — Personal effectiveness
The personal qualities and approach to be an effective researcher.
- Personal qualities (B1)
- Self-management (B2)
- Professional and career development (B3)

Vitae®, © 2010 Careers Research and Advisory Centre (CRAC) Limited. www.vitae.ac.uk/RDFconditionsofuse

Training and development opportunities

Researcher development will first and foremost take place within your School and Research Group as you produce research outputs and learn from, and with, your research peers and senior academic colleagues. However, there is strong recognition that personal and career development, in the broader sense, is part of being a researcher. The University is committed to the current and future development of staff skills, expertise and ability in support of: University, Faculty/School strategy; other strategic and operational plans; and the job and career related aspirations of individual members of staff. Please read the formal University Policy at: documents.manchester.ac.uk/display.aspx?DocID=851.

Faculty Opportunities

Within each Faculty there is a dedicated Research Staff Trainer/Researcher Development Officer providing a tailored development programme and careers support for you. Faculty training is designed to help you maximise your research outputs and impact, develop transferable skills and support your career as an independent researcher within or beyond academia.

Research staff training programmes have been aligned to the themes of the Researcher Development Framework (see page 10) and include:

- Research and Enterprise
- Teaching and Learning
- Communication
- Career Management
- Leadership and Management

Make an appointment with your Researcher Development Team to identify your training needs. As you settle into your role your Faculty Researcher Development Team will also be available to provide one to one pastoral support, careers guidance and coaching.

For further information and contact details visit the Faculty training team websites:

MHS:
www.mhs.manchester.ac.uk/trainingteam

FLS:
www.intranet.ls.manchester.ac.uk/hr/staffdev/research/training/default.aspx

EPS:
www.researchsupport.eps.manchester.ac.uk

HUMS:
www.humanities.manchester.ac.uk/researcherdevelopment

University Wide Opportunities

STDU

Researchers also have access to training and career development through the central Staff Training and Development Unit (STDU). STDU deliver courses with a broad focus allowing you to meet colleagues from all sectors of the University. These include health and safety, transferable skills training and leadership and management training including the flagship Researchers into Management programme which is specifically designed for research staff and accredited by the Institute of Leadership and Management. More information can be found at: www.staffnet.manchester.ac.uk/employment/training

IT Services

IT Services at The University of Manchester offer a number of training courses. More information can be found at: www.staffnet.manchester.ac.uk/employment/training. You can find out what courses are available by clicking on the "Search all courses" tab on the left hand side of the home page and entering your keyword(s).

John Rylands University Library

The JRUL offer high-quality skills training aimed specifically at researchers including:

- EndNote reference management
- Using the Web of *Knowledge and Scopus* database
- Bibliometric analysis
- Avoiding information overload
- Finding electronic journal articles and news using electronic sources
- Special Collections including using image databases
- The *Zetoc* Table of Contents service

The Library also co-ordinates a series of seminars for researchers including scholarly communication, the *Manchester eScholar* institutional repository and open access publishing.

You can book a place on any of the JRUL training sessions via the University Portal – www.manchester.ac.uk/portal

One-to-one advice and training is also offered by our discipline specialists. For further information on all research training and support available, visit the JRUL website: www.manchester.ac.uk/library; Twitter: www.twitter.com/jrulresearchers

Careers Support at The University

Although a great deal of careers support and advice can be gleaned from conversations with your PI/ Research Group Leader and your colleagues, the University also provides further support for your career through:

- Careers workshops run through our Faculty Research Development Teams and the Staff Training and Development Unit;
- *Pathways* – a major annual career options event for researchers offering the chance to quiz dozens of PhDs who have gone on to academic and non-academic careers.
  Further information at
  www.manchester.ac.uk/pathways;
- *An Academic Career*, an award-winning website developed by the University's Careers Service, designed for use by aspiring academics across the UK and beyond.
  www.manchester.ac.uk/academiccareer
  The site includes information on finding jobs in academia, academic applications and interviews. It also aims to illustrate the realities of academic life and career pathways, and to encourage you to think strategically, assess your current position and take actions to advance your career, whether inside or outside academia.

The Manchester Enterprise Centre

Manchester Enterprise Centre (MEC) provide a broad range of training options for research staff who want to gain additional skills required by industry, both commercial and not for profit organisations; as well as those who might want to start a business. Workshops include:

- Starting a Business
- Networking
- Creativity
- Critical Thinking
- Opportunity Recognition
- Patent Searching
- Introduction to Marketing
- Market Research
- Introduction to Finance Intrapreneurship
- How to write a Business Plan
- Xing Business Simulation Game Sustainability and Negotiation

MEC also deliver:

– Events and Master Classes with a range of external speakers including venture capitalists and entrepreneurs from a variety of backgrounds, including social enterprise.

– An annual four day residential Enterprise School to provide a higher quality of training in a collaborative environment with researchers from different subject areas and from other Universities.

– Mentoring to allow researchers to have individual advice on ideas they may have for a commercial opportunity. This has in the past included help with business plans, advice on funding sources and introductions to others who can help.

– An Annual Summit to raise the profile of enterprise using speakers from the University, spin out company founders and well known entrepreneurs. Previous speakers have included Pete Waterman (Pop Idol), Luke Johnson (Pizza Express), Ian Livingston (Games Workshop) and Nick Hewer (The Apprentice).

– A Web Resource with material, events listings, podcasts and other useful links:
  www.rte.manchester.ac.uk

methods@manchester and artsmethods@manchester

methods@manchester promotes and develops The University of Manchester's methodological expertise in Social Science methods, while artsmethods@ manchester focuses on supporting and developing approaches to arts and humanities research. Both initiatives offer training and development opportunities as well as fora for discussing methods-related issues and innovations, and are open to researchers across the institution. More information can be found on their websites:
www.methods.manchester.ac.uk
www.artsmethods.manchester.ac.uk

University Language Centre

The University Language Centre provides a range of English language support services for registered students, visiting fellows and international staff members whose first language is not English. They conduct English language proficiency testing, provide academic writing and grammar courses and online resources such as the Academic Phrase Book.
www.ulc.manchester.ac.uk

National Researcher Development Opportunities: Vitae North West Hub

The University hosts the North West Hub of the Vitae Researcher Development Programme. The hub is committed to enriching professional and career development support for researchers and staff supporting researchers across the region. The Hub organises and promotes an extensive range of local, regional and national networks and events.
www.vitae.ac.uk/nwhub

IT Support and Services for Researchers

IT Services (ITS) operate on a devolved, shared services model, with more than 350 support staff located centrally, in faculties and the Library. Central teams provide core infrastructure and services, such as network and storage; faculty teams provide and support local infrastructure and also offer local specialised support, including research computing support. First line commodity IT support for all staff and students is provided via the IT Service Desk:
www.itservices.manchester.ac.uk/contacts

The following is an overview of the IT infrastructure and services underpinning research activity at the University.

Network and Data Centres

The University network provides a 1Gb link into most campus buildings, from a 10Gb campus backbone, and has dual resilient connections into the JANET network. A major wireless upgrade programme is in progress and Eduroam is implemented across campus. ITS operates twin secure data centres, geographically dispersed for resilience, business continuity and disaster recovery purposes.

Data Storage

ITS provide network-based data storage for individual and group working. Network-based storage is the recommended location for any data which is critical, sensitive or commercially valuable. The storage platform provides file level storage and supports the following services: (a) personal data storage (p-drive) up to 5GB; (b) shared data storage for schools and research groups; (c) scratch storage for the Computational Shared Facility; (d) chargeable research storage, for larger research data storage requirements.

Data Management

The University has a Research Data Management Policy to ensure that researchers comply with the RDM requirements of the Funding Councils. In support of the policy, the University Library is developing a Research Data Management Service (due to go live in 2013). All research outputs are deposited in the Institutional Repository, eScholar:
https://www.escholar.manchester.ac.uk

Email, Calendar, IM, Desktop Video Conferencing and Collaboration

Exchange 2010 provides staff and postgraduate research students with an integrated suite of collaboration tools. Each user is provided with a 5GB mailbox. The University is currently implementing MS Sharepoint, which will provide a rich environment for internal and external group spaces and collaboration.

Data Security

The University has a comprehensive set of policies and guidance for staff on the subject of IT and information security:
http://www.itservices.manchester.ac.uk/secure-it

The guidance sets out how digital information should be securely handled and transmitted. Specifically, it is University policy that all University-owned laptops must be encrypted, irrespective of funding source or purpose.

High End Computing

IT Services offers integrated facilities to meet the different computational and data analytics needs of researchers. The Computational Shared Facility (CSF) is an HPC cluster built on a shared model, expandable via research groups procuring nodes. For HTC, a number of large-scale Condor pools exist across campus.

The University is a partner in the N8 HPC Centre of Excellence funded by EPSRC. The Centre aims to seed engagement between universities and industry around research using e-infrastructure. The Centre manages a 5000+ core HPC facility:
http://n8hpc.org.uk

IT Services run a number of 'clubs' in order to bring communities together around computational methods and techniques. These include Image-based Modelling, Multiscale and the largest, GPU Club, focussing on the use of graphics processing units for general purpose computing.

For more information on high end computing see:
http://wiki.rcs.manchester.ac.uk/community

For specialised high-end computing advice contact:
ITS-Research@manchester.ac.uk

Advice and Guidance

Faculty IT staff provide a range of support and services to researchers at all points of the research lifecycle. At the research grant application stage, IT staff can advise on the specification and costing of IT infrastructure, bespoke network requirements, server and virtual machine hosting, database hosting, web hosting, research data management, IT and information security. Specific support for science, engineering, biomedical applications and other research specific software is also available.

For advice and guidance in EPS contact:
ian.cottam@manchester.ac.uk

For advice and guidance in FLS contact:
bill.ayres@manchester.ac.uk

For advice and guidance in Humanities contact:
david.e.risley@manchester.ac.uk

For advice and guidance in MHS contact:
warren.mittoo@manchester.ac.uk

Training

ITS offer a number of training courses in IT systems and skills. For more information see:
http://www.staffnet.manchester.ac.uk/employment/training

To ensure researchers can make best use of high-end computing facilities on campus and further afield, ITS offer a full range of research computing training courses. For further details please see:
http://wiki.rcs.manchester.ac.uk/community/Courses
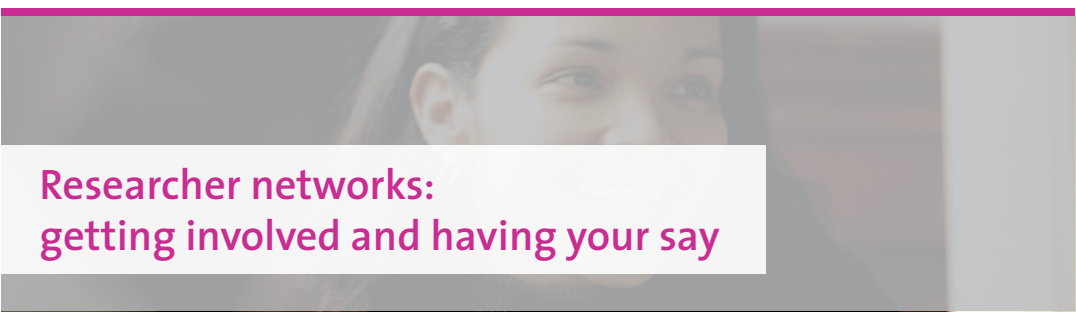
Mentoring opportunities

Your immediate line manager/research group leader is likely to be a major point of contact for advice on developing your skills and career but, as pointed out throughout this Handbook, your Faculty Researcher Development Teams are also an excellent source of guidance and expertise. However, an independent mentor can also be invaluable, providing extra support, confidence building and impartial careers advice.

A mentor may be someone that you have worked with in the past, or a current colleague who you feel comfortable approaching for advice and guidance. If you feel less comfortable approaching a mentor directly Faculty training teams promote a micro-mentoring scheme. This scheme provides you with a structured opportunity to invite a potential mentor to lunch to discuss a particular issue associated with your work or career planning.
researchstafftraining.wordpress.com/2010/02/09/new-research-staff-micro-mentoring-scheme

The University also offers the Manchester Gold scheme available through the Staff Training and Development Unit. Through this scheme researchers can be linked with professionals from a wide range of sectors within or outside of higher education.

www.staffnet.manchester.ac.uk/employment/training/mentoring/manchestergold

Researcher networks:
getting involved and having your say

Representation on School Research Committees and Boards

There may be opportunities in your School and Faculty to sit on committees as a research staff member or as a representative. Ask your line manager or Faculty administration for details of opportunities.

Faculty Research Staff Networks

Within each Faculty there is a network of research staff representatives who sit on or feed into School/Faculty committees voicing researcher ideas and concerns. There are many other professional/discipline specific networks helping researchers share ideas and foster interdisciplinary collaborations e.g. the psychological support group and clinical trainee fellows' forum (for the contact details of your rep, consult your Faculty Researcher Development Team).

The University's Research Staff Development Working Group

The University's Research Staff Development Working Group (RSDWG), chaired by the Vice President for Research, Professor Matt Lambon Ralph, has been set up to identify and encourage University-wide best practice in relation to the employment, management, training, and personal and career development of the University's research staff. Each Faculty has a research staff representative on the Group so you can raise any issues that you wish to be discussed at the Working Group with your representative (consult your Faculty Researcher Development Team for the name of your Faculty RSDWG rep).

Research Staff Association

The University has a very active research staff association providing networking opportunities, training and social events. The RSA feed into the Research Staff Development Working Group (see above) influencing University policy and the Researcher Development Agenda. They are part of a wider network of over 50 RSA's in institutions across the UK. For further information see their website www.rsa.manchester.ac.uk and blog rsamanchester.wordpress.com

Incite Newsletter

Incite is a University wide Newsletter specifically for research staff. It is written by research staff for research staff and contains up-to-date news on topics such as funding opportunities, skills training, conferences, events and opportunities to enhance research careers. It is published quarterly by an Editorial Team made up of research staff recruited from each Faculty. There is also an *Incite* blog that complements the Newsletter manchesterincite.wordpress.com.

Hard copies of the Newsletter are distributed to key sites around your School and Faculty so keep your eyes open for these. If you wish to receive a copy electronically, speak with your Faculty Researcher Development Team who will arrange this for you.

Careers in Research Online Survey

The University invites all research staff to participate in the Careers in Research Online Survey (CROS) every two years. The survey is aimed at anonymously gathering data about working conditions, career aspirations and career development opportunities for research staff in UK HEIs. It is important that you participate in the survey as it is your opportunity to feedback to the University your views on important issues that affect your career and personal development. The results of the survey are used by the University to review procedures and practices to support research staff. You will be notified when the University is next participating in the survey and be encouraged to complete it.

Health and safety

Health and safety is about understanding how your actions (or inactions) can cause harm, either to yourself or others, and what you need to do to prevent the harm, or to reduce the likelihood of harm actually occurring to an acceptable level. For research activity, this usually requires some careful thinking. The most effective approach is to integrate health and safety into your routine work as much as you can, i.e. during planning and preparation of your research, during its execution and its completion. If you don't do this, you could find that there are unexpected costs of complying with health and safety legislation, or considerable time delays and frustrations in applying for all the correct licences, approvals, registrations, etc.

The specific health and safety arrangements will vary tremendously, depending on the research being undertaken. But you will always need to carry out some form of risk assessment, to use that assessment to develop and implement risk control strategies, and to communicate these to your team or colleagues. There are plenty of sources of information and assistance, including:

- Your immediate manager, research group leader, or colleagues already working in similar areas of research
- Your own school safety advisor and specialist local safety advisors (e.g. for work with bio/GM material, radiation sources, lasers, etc)
- Many schools have their own safety webpages, and make available risk assessments carried out for typical activities

- The University's health and safety webpages, at www.campus.manchester.ac.uk/healthandsafety/index.htm
- Your University Safety Co-ordinator, at www.campus.manchester.ac.uk/healthandsafety/safetycontacts.htm
- The Staff Training and Development Unit's health and safety courses, at www.staffnet.manchester.ac.uk/employment/training/courses/bytopic/index.htm?topic=Health
- The Health and safety Executive's webpages, at www.hse.gov.uk
- If commercial or industrial collaborators are involved, reputable companies will often have a wealth of health and safety information and expertise, certainly about good and best practices within the sector.
- *Managing health and safety aspects of research in higher and further education*, HSC/ESAC, 2000, 0/7171-1300-3 (available free via the John Rylands Library electronic databases, select O for Occupational Health and Safety Information Services, OHSIS, password required).

Research ethics, integrity and governance

The University expects the highest standards of research integrity from all the researchers it supports including all staff and students, and other individuals working on University premises or using University facilities. The principles are stated here briefly and detailed guidance is provided on the University's Research Governance web pages which can be found at:
www.campus.manchester.ac.uk/researchoffice/governance

In particular, see *The Code of Good Research Conduct*, which sets out what the University expects of anyone conducting research:
www.researchsupport.eps.manchester.ac.uk/documents/policy/UOMgoodresearchconductcode.pdf

Also, see the *The Good Research Practice*, which is a guide to good research practice and provides advice on how to succeed in it:
www.campus.manchester.ac.uk/researchoffice/governance/goodresearchpractice

The University has a responsibility for ensuring that the research undertaken in its name is conducted:

1. in accordance with the law and any other regulatory requirements;
2. in accordance with relevant professional and ethical standards;
3. with the highest standard of probity;
4. consistently with accepted best research practice.

The governance and legal requirements for different types of research vary and are often complex. You need to be aware of these and must comply with them. Your School will provide general guidance on this and where to get further information.

The need for ethical conduct applies to all aspects of human activity. Research is no exception and the University expects its researchers to follow the highest ethical principles and standards of ethical conduct in all aspects of research. The key issues are respect for the autonomy of research participants, avoidance of harm, maintenance of confidentiality and researcher integrity. There is a formal requirement for ethics approval of research involving human subjects in many circumstances and guidance provided on the University's Research Governance web site will aid you in deciding whether you need this for your research. Failure to seek ethics approval where it is required may be construed as research misconduct by the University and, in certain circumstances may be in breach of the law.

The University also expects ethical conduct in research involving animals. The use of animals must only be undertaken in accordance with the necessary statutory requirements, by appropriately trained researchers following best practice. Animal use must be restricted to research where this is absolutely essential.

Researchers need to demonstrate the highest standards of probity in all aspects of their research. This includes how research funding is sought and used, how research is conducted and findings stored, shared and disseminated, and peer-review of funding applications and publications.

Equality and diversity

The University of Manchester is committed to providing equality of opportunity for all. The dedicated Equality and Diversity Team works with all areas across the University to advance equality eliminate discrimination and promote an inclusive working and learning environment. Key activities specific to advancement of academic careers include:

- A measurable commitment to improve the representation of female and black and minority ethnic academic staff in senior positions.
- An active engagement in the career advancement of female academics, through the women in leadership project and our participation in Athena SWAN and Project JUNO.
- Involvement in a pilot working with the Equality Challenge Unit on initiatives to support and develop black and minority ethnic staff at the University
- Participation in the University's Research Excellence Framework submission through the development and application of the University's Code of Practice.

www.staffnet.manchester.ac.uk/services/equality-and-diversity

The Disability Support Office (DSO) has a dedicated disability adviser for staff to provide advice, guidance and support about a range of practical adjustments in the workplace. Below is a list of some of the support that they can offer:

- Liaise with you and your line manager to discuss any adjustments you require in the workplace, and any barriers that are preventing you from fulfilling your role;
- Facilitate access to, and funding for, assistive equipment, travel to and within work, support workers and adaptations to premises and equipment;
- Assist with the administration required for Access to Work Assist with making car parking arrangements;
- Advise on some disability related benefits and support available at home;

www.staffnet.manchester.ac.uk/personalsupport/disabled-staff

There are a number of staff network groups that provide a vibrant forum to exchange views. These groups provide an authoritative voice that helps shape the direction of Equality and Diversity policy within the University:

- Black and Minority Ethnic Staff Network Group
- Buddhist Staff Network Group
- Christian Staff Network Group
- Disabled Staff Network Group
- International Staff Network Group
- Lesbian, Gay Bisexual, Transgender Staff Network Group
- Muslim Staff Network Group
- Returning from maternity leave support group
- Women in Science, Engineering and Technology (WISET)

www.staffnet.manchester.ac.uk/services/equality-and-diversity/staff-network-groups

Research commercialisation – UMIP

UMIP is the University's agent for intellectual property (IP) commercialisation. Our role, through engagement with our academic colleagues, is to bring as much of the University's ground-breaking inventions and software, as is relevant, into the commercial world through licensing or the creation of spin-out companies.

UMIP's faculty specific Commercialisation Executives are your first point of call for any questions you may have should you have an idea or observation and are wondering if it has potential value. You will find a list on the UMIP website: www.umip.com

Our online IP Awareness Resource has been created for academics and research staff – its aim is to increase the awareness of IP and demonstrate the benefits of its commercialisation to the University and the IP generator through a series of videos and guides: www.manchester.ac.uk/ipresource

UMIP is wholly owned by The University of Manchester which has over a 20 year history of IP commercialisation. UMIP and The University of Manchester Innovation Centre (www.umic.co.uk) are divisions of The University of Manchester I[3] Ltd: www.umi3.com

Sustainability

The University of Manchester understands the challenges posed by the threat of climate change/global warming and is committed to actions that respond meaningfully to these challenges. The University's strategic plan *Advancing the Manchester 2015 Agenda* states that "sustainability is a principle guiding the management and development of the University towards 'best practice' in all aspects of energy use and efficiency, waste management and environmental responsibility".

To help turn principle into 'best practice' the University has established a Carbon Management Plan (CMP) which is a five-year action plan which contributes significantly towards reducing the University's carbon emissions by 40% by 2020, a target approved by the Board of Governors in October 2009. The reasons for the CMP include:

- It's the right thing to do: universities must be foremost in responding to the major threats in our fragile world

- The UK Government's current target is a reduction on carbon emissions of 34% by 2020 and 80% by 2050
- The Higher Education Funding Council for England (HEFCE) has committed the Higher Education sector to achieving at least these targets
- Financial penalties for failing to meet these targets are already in place and will likely increase in severity

A network of Sustainability Enthusiasts in most Schools/Directorates across the University has been created to help achieved the above goals. They can help with specific environmental impacts in your School.

For more information on sustainability issues, the Carbon Management Plan and Sustainability Enthusiasts visit www.manchester.ac.uk/sustainability

Appendix 1: Faculty of Medical and Human Sciences key contacts and weblinks

Faculty website:
www.mhs.manchester.ac.uk
Faculty Intranet:
www.mhs.manchester.ac.uk/intranet
Faculty Communication Channels/News Hub:
www.mhs.manchester.ac.uk/intranet/news

Faculty Senior Management:
- **Ian Jacobs** – President and Dean of the Faculty
- **Tony Whetton** – Vice-Dean and Deputy Head of the Faculty
- **Alistair Burns** – Vice-Dean (Clinical Affairs)
- **Kay Day** – Head of Faculty Administration

Faculty Associate Deans:
- **Ged Byrne** – Associate Dean for Communications
- **David Clarke** – Associate Dean for Business Development
- **Paul Townsend** – Associate Dean for Business Engagement (from February 2013)
- **Chris Cutts** – Associate Dean for External Relations
- **Mike Dixon** – Associate Dean for Research
- **Nick Grey** – Associate Dean for Teaching and Learning
- **Pam Vallely** – Associate Dean for Graduate Education

Faculty Structure:
The Faculty of Medical and Human Sciences is currently organised into 5 schools and 6 institutes.
- School of Dentistry
- School of Nursing, Midwifery and Social Work
- School of Pharmacy and Pharmaceutical Sciences
- School of Psychological Sciences
- Manchester Medical School
- Institute of Brain, Behaviour and Mental Health
- Institute of Cancer Sciences
- Institute of Cardiovascular Sciences
- Institute of Human Development
- Institute of Inflammation and Repair
- Institute of Population Health

Heads of School/Faculty Institute Directors:
- **Graeme Black** – Director, Institute of Human Development
- **Rachel Calam** – Head, School of Psychological Sciences
- **Tony Freemont** – Head, Manchester Medical School
- **Shôn Lewis** – Director, Institute of Brain, Behaviour and Mental Health
- **Karen Luker** – Head, School of Nursing, Midwifery and Social Work
- **Iain Mackie** – Head, School of Dentistry
- **Kay Marshall** – Head, School of Pharmacy and Pharmaceutical Sciences
- **Bonnie Sibbald** – Director, Institute of Population Health
- **Tony Whetton** – Interim Director, Institute of Cancer Sciences
- **Ashley Woodcock** – Director, Institute of Inflammation and Repair
- **Bernard Keavney** – Director, Institute of Cardiovascular Sciences (from April 2013)

Heads of School Administration:
- School of Dentistry – **Gabrielle Brennan**
- School of Nursing, Midwifery and Social Work – **Cameron Scouler**
- School of Pharmacy and Pharmaceutical Sciences – **Anna Reeder**
- School of Psychological Sciences – **Anna Reeder**
- Manchester Medical School – **Alison Howarth**
- Institute of Brain, Behaviour and Mental Health – **Andrea Hutcheson**
- Institute of Cancer Sciences – **Rebecca Moss**
- Institute of Cardiovascular Sciences – **Rebecca Moss**
- Institute of Human Development – **Gabrielle Brennan**
- Institute of Inflammation and Repair – **Andrea Hutcheson**
- Institute of Population Health – **Lucy Crompton**

Faculty IT Services:
- Head of IT Services – **Mike Taylor**

Faculty Human Resources
Weblink: www.mhs.manchester.ac.uk/intranet/admingroups/humanresources/contacts

Faculty Head of Human Resources – **Heather Graham**
Key contacts for each School/Research Area are:
- School of Dentistry – **Lisa Roach**
- School of Nursing, Midwifery and Social Work – **Greg Pass**
- School of Pharmacy and Pharmaceutical Sciences – **Greg Pass**
- School of Psychological Sciences – **Lisa Roach**
- Institute of Brain, Behaviour and Mental Health – **Lisa Roach**
- Institute of Cancer Sciences – **Greg Pass**
- Institute of Cardiovascular Sciences – **Greg Pass**
- Institute of Human Development – **Lisa Roach**
- Institute of Inflammation and Repair – **Lisa Roach**
- Institute of Population Health – **Greg Pass**

IT services
Weblink: www.mhs.manchester.ac.uk/intranet/admingroups/informationservices
You can contact the IT Service Desk or search for an answer to your query before submitting a request via the online Knowledge Base:
servicedesk.manchester.ac.uk/portal/ss
Or call directly on 0161 306 5544

Faculty Research Office
Head of the Research Office – **Catherine Barrow**
School/Institute Research Support Managers
- School of Dentistry and Institute of Population Health (Biostatistics) – **Frances Conboy**
- Manchester Medical School and School of Psychological Sciences – **Julie Saunders**
- School of Nursing, Midwifery and Social Work and Institute of Population Health (Health Economics and Health Informatics) – **Harriet Pearson**
- School of Pharmacy and Pharmaceutical Sciences and Institute of Inflammation and Repair (Regenerative Medicine) – **Rhona Stephen**
- Institute of Brain, Behaviour and Mental Health – **Tina Anobile**
- Institute of Cancer Sciences and Population Health (Imaging-WMIC) – **Kerry Chantrey**

- Institute of Cardiovascular Sciences – **Barbara Milnes**
- Institute of Human Development (Special Senses, Genetic Medicine and Women's Health) – **Amanda Jolly**
- Institute of Inflammation and Repair (Dermatology and Respiratory and Allergy) – **Claire Shepherd**
- Institute of Inflammation and Repair (Gastrointestinal and Musculoskeletal) – **Sarah Fitzgerald**
- Institute of Population Health (Primary Care, Epidemiology and Imaging-Stopford) – **Debbie Fitton**

School/Institute Research Staff Representatives
Website: www.mhs.manchester.ac.uk/trainingteam
Email: mhstraining@manchester.ac.uk
Faculty Research Staff Trainer: **Rachel Cowen**
School Research Staff Representatives (Pan Faculty Research Staff Forum)
Key contacts for each School/Research Area are:
- School of Dentistry – **Michaela Goodwin**
- School of Nursing, Midwifery and Social Work – **Rebecca Elvey**
- School of Pharmacy and Pharmaceutical Sciences – **Sally Jacobs** and **Sarah Willis**
- School of Psychological Sciences – **Claire Noble**
- Institute of Brain, Behaviour and Mental Health – **Kirsten Windfuhr**
- Institute of Cancer Sciences – **Jamie Honeychurch**
- Institute of Cardiovascular Sciences – **Katt Dibb**
- Institute of Human Development – vacancy
- Institute of Inflammation and Repair – vacancy
- Institute of Population Health – **Ross Little**

Keeping your staff web profile up to date:
www.mhs.manchester.ac.uk/intranet/admingroups/informationservices/webservices/staffprofiles

Keeping records of your research outputs in the University's electronic repository eScholar:
Weblink www.escholar.manchester.ac.uk

Appendix 2: Further useful information

Annual Events dedicated to Research Staff: e.g. Faculty Away Days and the Research Staff Conference www.21centuryresearcher.manchester.ac.uk Pathways
www.careers.manchester.ac.uk/students/postgraduates/pathways

Careers Service
www.careers.manchester.ac.uk/staff

Counselling service
www.staffnet.manchester.ac.uk/personalsupport/counselling
The Counselling Service is available for all students and staff at The University of Manchester. It is free and consists of a team of professional counsellors with extensive experience of helping people cope better with all kinds of personal problems affecting work or well-being.

Disability Support Office
www.staffnet.manchester.ac.uk/personalsupport/disabled-staff
The Disability Support Office provides up-to-date information for students, prospective students and applicants with specific learning difficulties, disabilities, sensory impairments, mental health difficulties and medical conditions. It is also intended that staff can use this information to enable them to support disabled students and work towards making The University of Manchester a more inclusive place to study.

Family-friendly policies
documents.manchester.ac.uk/DocuInfo.aspx?DocID=3095
www.staffnet.manchester.ac.uk/employment/staff-benefits/family-friendly
The University has developed a comprehensive range of family and flexible working related policies and practices, designed to help staff maintain a work-life balance. Information about family-related leave policies, childcare facilities and childcare vouchers are provided at the web link above.

Faculty intranet and databases: These provide information about the various administrative offices, as well as information on the Faculty strategy, resources, news and events. Links may also be provided to all of the School intranet sites.

In particular, the link to the site providing information about the training and support available to research staff, available courses, as well as information about online career development and funding opportunities should be given.

Faculty Researcher Development Teams and Training Programmes: see see page 11 for your Faculty Researcher Development websites.

Legal Advice Centre
www.law.manchester.ac.uk/lac
The Legal Advice Centre is based in the University Precinct Centre and is run by the School of Law. Members of the public, University staff and students of any department are welcome to seek advice in the Centre, which is open during teaching semesters only.

Research Funding: Please consult your Faculty Researcher Development Teams for information on what resources the Faculty employs to notify research staff of funding opportunities.

Research Staff Fora: Research Staff Fora provide researchers with the opportunity to meet, share ideas, air their concerns and propose actions to overcome these for consideration by senior management. For further details, contact your Faculty Researcher Development Team.

Research Staff Representatives on School, Faculty and University Committees: speak with your Faculty Researcher Development Team for further information including how to get involved (see also page 15).
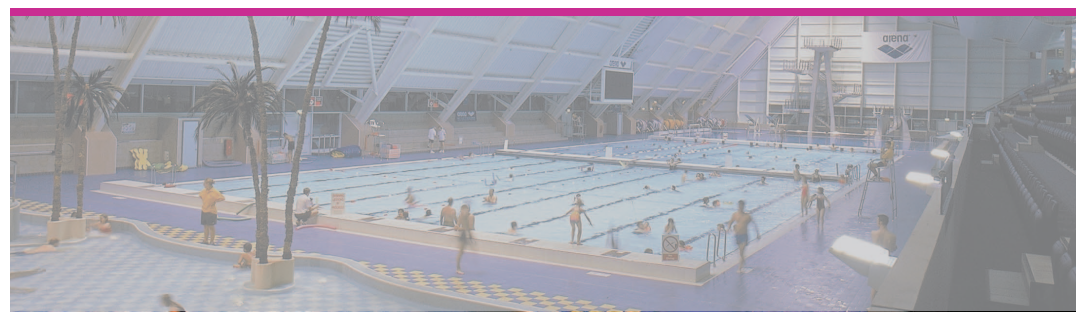
Sporting facilities
www.sport.manchester.ac.uk
The University has a wide range of sporting facilities, which are available to staff. Details on facilities and courses designed to help maintain your health and well being are provided at the web link above.

Staff Net
www.staffnet.manchester.ac.uk
Provides information on University policies and procedures and services, as well as updates on news, events and current job vacancies.

Staff Training and Development Unit (STDU)
Provides a broad range of courses and workshops on CVs, interviews, finance, management and teaching skills. All staff are welcome to attend STDU courses, which are free of charge.
www.staffnet.manchester.ac.uk/employment/training

Staff Portal
The Staff Portal is an online faculty that provides information relevant to working life at the University. It is accessed via the Staff Net home page (see above for the link) by clicking on the "Staff portal" tab at the bottom left of the home page. You will need to enter your University IT login credentials to access your Staff portal. Once accessed, the tabs across the top of the page give you specific information; you can also customise your Staff portal home page by clicking on the "Add Content" tab.

The International Society
www.internationalsociety.org.uk
The International Society is an independent, not-for-profit organisation unique to the city of Manchester. They aim to provide international students with a warm and friendly welcome when they arrive in the city and to make their time in the UK a wonderful experience. The International Society is open to everyone. Many of their members are British students and members of the local community in Manchester who enjoy meeting people from overseas and learning about other cultures.

The John Rylands University Library
www.library.manchester.ac.uk
Provides a large number of services and resources, including the most extensive range of electronic resources of any UK Higher Education library. Information about the library service and resources, including Athens usernames and passwords, is provided on the Library's website.

University of Manchester Staff Association (UMSA)
www.manchester.ac.uk/umsa
Open to all members of staff. As well as providing a social club with bar, dining and recreational facilities on the main campus, the club organises trips and activities.

NOTES: