

Concordat Implementation Plan: University of Manchester					
<i>Working Draft</i>					
Objective	Action	Responsibility	Timeframe	Concordat Principle	Progress
Recruitment & Selection				1	
1.1	Advertise to attain widest applicant pool. Ensure interview panels appropriately trained in line with University of Manchester Recruitment and Selection Guidance.	PIs*, HR*	Ongoing	1,6	Policy Ongoing commitment
1.2	Ensure the University policy and procedures on contracts of employment are adhered to.	PIs, HR	Ongoing	2	Policy
1.3	Facilitate & monitor redeployment through Redeployment Register	PIs, HR	Ongoing	2,3,4	Policy
1.4	Explore scope for Bridging Funds between grants on a case-by-case basis	Faculty Finance, Research Business Managers, ADRs*	Ongoing	2	Ongoing commitment
Recognition & Value				2	
	A) Valued Researchers				
2.1	Facilitate scope for co-authorship & IPR* rights via frameworks	PIs	Ongoing	2,6	Ongoing
2.2	Include section on contractual terms and conditions for research staff in RS* Handbook	Mark Leech	To be delivered electronically via an IT platform to be agreed by the MWE Committee	1,2	None to date
2.3	Promote culture of research staff taking individual responsibility for their career development relative to their career level	PIs, Mentors, Careers Service, FRDTs*	Ongoing	2,3,4,6	Ongoing commitment

2.4	Encourage representation on appropriate University, Faculty & School decision-making bodies and Committees	Faculty School HR, ADRs*, FRDTs, Social events	Ongoing	2	Ongoing commitment
2.5	Develop sense of community & belonging to the University via: Faculty/HR web/RSDWG*/Incite/institutional communications and the University's RSA*, opportunities for networking/support and sharing ideas/best practice/experiences between researchers i.e. working lunches & annual RS Conference	Schools, Faculties, RSDWG, Incite editors, UniLife editors, Presidents Office	Ongoing	2,3,4,6	Ongoing commitment
B) Valued PIs					
3.1	Undertake work to capture PIs perceptions and needs to better equip them to engage with the University's Researcher Development Agenda e.g. Focus Groups	RSDWG	Jan 2012	All	July 2012
3.2	Develop best practice, guidance and training for PIs in their roles as managers of research staff, to raise awareness of the responsibilities they have to help the career development of their research staff and employment terms and conditions. Include in NAPs and appropriate STDU training courses. Publicise PI role models in case studies as exemplars of good practice.	RSDWG, Faculty NAPs delivery teams, STDU, FRDTs	Ongoing	All	Ongoing commitment
3.4	Recognise & reward via time allocation, and Promotion, Reward & Recognition, and Performance & Development Review (P&DR) processes re: multi-faceted roles. PIs, line managers encourage such discussions in PDR reviews.	RSDWG, ADRs, ADs for Grad Ed	Ongoing	2,3,4	Ongoing commitment

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Support & Career Development				3 & 4	
4.1	Managers should encourage research staff to take necessary and adequate personal, professional and career development training in line with best practice as suggested by the Concordat, and in line with the RDF	PIs, ADRs, FRDTs, RSDWG, Heads of Schools, Research Group Leaders	Ongoing. Statement from RSDWG by Jan 2012	All	Ongoing commitment
4.2	Provide researchers with the tools & encouragement to evaluate their own skills and development needs via Training Needs Analysis and/or P&DR and the Research Development Framework (RDF)	Faculties, RSDWG, FRDTs, Vitae	June 2011	3,4	Working with Vitae and Hubs to promote uptake of RDF by research staff. Tools and guidelines for helping research staff make use of the RDF to be launched by Vitae in 2011. Platform for delivery of P&DRs and PDPs for research staff to be agreed by the MWE Committee.
4.3	Deliver careers advice for early career and long term researchers; deliver enhanced and more visible career prospects & publicize case studies of "success stories"	PIs	Ongoing	2,3,4	Ongoing commitment
4.4	Provide mentors (other than PI's) to be proactively involved in personal/professional/career development facilitation	FRDTs, PIs, RSDWG	Ongoing	2,3,4	Ongoing commitment

4.5	Provide development opportunities for skills re: project-specific needs, employability, learning and teaching roles, public engagement, knowledge transfer, income generation and/or entrepreneurship activities	PI's, MEC, FRDTs, SCG, GEG, RSDWG, MEC	Ongoing	2,3,4	Ongoing commitment
4.6	Identify and communicate outputs/skills/ competencies necessary for career paths/transitions to (i) promoted research posts, academic roles, (ii) industry	FRDTs, Careers Service	Ongoing	2,3,4,5	Ongoing commitment
4.7	Improve P&DR system for researchers & PIs addressing (i) their specific development needs e.g. 2.14, 3.6, 3.7 above (ii) embedding career trajectories (academia, industry, research) via Personal Development Plans (PDPs) to support employability (iii) assessing performance against personal/professional/career development goals (iv) provision of interim P&DR reviews e.g. 6-monthly (v) ensuring PDPs support personal, professional and career development. Develop platform for electronic management of P&DRs for RS. .	RSDWG, HR, ML, STDU	July 2012	2,3,4,5	Content of P&DR forms for RS under review by the RSDWG to make recommendations to HRSC
4.8	Encourage PI's to release staff for relevant development courses/opportunities	RSDWG, ADRs, FRDTs	Ongoing	2,3,4,5	Ongoing commitment
4.9	Encourage mobility between academia/industry, UK/overseas, research disciplines/groups through placements/exchanges as development tool	Faculties, PIs, fellowships	Ongoing	2,7	Ongoing commitment
4.10	Develop/enhance induction (welcome & support) programmes & resources for international, EU, & UK staff at Group, School/Faculty & University level. Produce RS handbook	RSDWG, ML, FRDTs	Ongoing	1,7	Platform for delivery of handbook for RS to be agreed by the MWDE
Researchers' Responsibility				5	
5.1	Academics and RSDWG to have responsibility as Champions to promote Concordat principles and to promote culture of shared responsibility amongst researchers & PI's locally	Faculties, RSDWG	Ongoing	All	Ongoing commitment

5.2	Researchers to accept personal responsibility for (i) own career development and trajectory (ii) engaging in Continuing Professional Development (CPD) and training/development opportunities eg. TNA*, P&DR, PDPs, <i>Researchers into Management</i> , STDU courses	PI's, Researchers	Ongoing	4,5	Ongoing commitment
5.3	Ensure PI's are aware of responsibilities via Champions & RSDWG	RSDWG, Schools, FRDTs, NAPs, ADRs	Ongoing	All	Ongoing commitment
5.4	PI's to support/facilitate career development culture promoted by Concordat	PIs, ADRs	Ongoing	3,4,5	Ongoing commitment

Objective	Action	Responsibility	Timeframe	Concordat Principle	Progress
Diversity & Equality				6	
6.1	Foster and encourage Flexible working conditions in line with University family – friendly policies	Faculties, PIs, HR	Ongoing	2,3,4	Policy
6.2	Publicise Promotion and Recognition & Reward policies/opportunities	Central, Faculty & School HR	Ongoing	2,3	Ongoing commitment
6.3	Facilitate participation in Athena SWAN Charter by publicizing the benefits of the awards to Schools & faculties	HR, RSDWG, ADRs,	Ongoing	6	Working with END Unit to devise strategies for promoting ATHENA & SWAN University wide
6.4	Undertake masterclass workshops to help researchers prepare applications	FRDTs, END Unit	Ongoing	6	Ongoing commitment
Implementation & Review				7	
7.1	Publicise Concordat Implementation Plan & its progress	RSDWG, ADRs, RBMs*	Ongoing	2,7	Ongoing commitment
7.2	Participate in surveys [e.g. Careers in Research Online Survey (CROS), Principal	RSDWG	Ongoing	All	Ongoing commitment
7.3	Seek external recognition of key strategic successes i.e. (i) EC's <i>HR Excellence in research</i> badge, (ii) THES awards etc.	RSDWG, FRDTs	Ongoing	2,7	Application to EC by end of 2011. Ongoing commitment to applying for external awards that recognize success.
7.4	Develop online questionnaire for exit interviews to monitor/evaluate provision	Careers Service, SCG	July 2012	All	Discussions to take place with Careers Service
7.5	Evaluate researchers & PIs delivery of CIP responsibilities to monitor outputs & progress via their own P&DR reviews. Expand eProg to allow monitoring and management of P&DRS for RS.	RSDWG	Ongoing	All	Ongoing commitment
7.6	Monitor accessibility, effectiveness and take-up of development opportunities which are relevant and timely	RSDWG	Ongoing	3,4,5	Ongoing commitment

Year 1									
	1	Engage researchers' input via CROS & the internal survey led by Dr Jim Boran							
	2	Code of Conduct/Practice for PIs & Researchers							
	3	Tailor existing P&DR scheme re: Concordat principles & the University Research Strategy							
	4	Build upon existing mentoring opportunities and practices for research staff							
	5	Develop suitable platform for electronic management of PDRs for research staff							
	6	Apply for EC's <i>HR excellence in research</i> badge							
	7	Introduction of tailored P&DR, PDP and mentoring processes for RS							
Targets & Milestones									
	1	UK Concordat implemented through action plan (CIP)							
	2	Introduction of Codes of Conduct for both researchers & PI's							
	3	Evaluate CIP delivery through both researchers' & PI's annual P&DR reviews, CROS & RSDWG							
	4	Monitor satisfaction levels (re: agreed thresholds) & needs' identification via CROS							
	5	Reports from RSDWG to University's senior management							
	6	Benchmark progress & effectiveness against Russell Group and via CROS							
	7	Enhanced reputation evidenced through researchers' satisfaction levels and/or attainment of external recognition of success e.g. EC's <i>HR Excellence in research</i> badge, Times Higher Education Supplement (THES) award or equivalent							
Mark Leech		May 2011							

Abbreviations:

- * CIP = Concordat Implementation Plan
- * PIs = Principal Investigators (research managers)
- * HR = Human Resources department
- * ADRs = Associate Deans for Research
- * RS = research staff
- * RSDWG = Research Staff Development Working Group
- * RSA = Research Staff Association
- * TNA = Training needs analysis