

University of Manchester Update on Concordat Action Plan 2017-19

Actions	Lead	2019 Progress
<p>Objective: Review and build upon existing governance structures at the University for Research Staff (RS) matters to further assist the full implementation of actions in this Plan. To include reviewing lines of communication between key stakeholder groups Research Staff Development Working Group (RSDWG) and University Research Group (URG) with clear Terms of Reference. Success Measure: 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 Research Staff governance structures at the University.</p>		
<p>1. Research staff standing item on University Research Group (URG) agenda.</p>	<p>RBESS</p>	<p>COMPLETED October 2018 There is regular reporting and discussion of research staff issues at URG. The Associate Vice President (AVP) for Research has responsibility for ensuring that the Concordat Action Plan (CAP) is implemented and is chair of the Research Staff Strategy Group (RSSG) and a member of URG. This practice is now embedded.</p>
<p>2. Research Staff Development Working Group (RSDWG) to consult with the AVP for Research ahead of each bi-monthly URG meeting to agree content of RS standing item.</p>	<p>RBESS</p>	<p>COMPLETED October 2018 RSDWG has been reconfigured and is now named Research Staff Strategy Group (RSSG) with revised terms of reference and membership. RSSG is chaired by the AVP for Research who is a member of URG. This practice is now embedded.</p>
<p>Recruitment and Selection Objective 1.1: (i) Human Resources Sub Committee (HRSC) will continue to monitor the University's Equality and Diversity (E&D) data and uptake of Recruitment and Selection courses delivered by Staff Learning & Development (SLD). (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. Success Measures: Formal evidence (e.g. meeting notes) of the review of RS E&D data, and actions taken.</p>		
<p>3. E&D Monitoring is undertaken by the University's senior HR Sub Committee twice yearly, and reports sent to RSDWG for feedback.</p>	<p>E&D, RBESS</p>	<p>COMPLETED September 2019 The University's HR subcommittee (HRSC) annually monitors EDI data relating to applications and recruitment for all appointments; actions are identified and followed up six months later. The data and actions relating to RS are shared with RSSG. Recruitment data is forwarded annually to Faculties as part of their Annual Performance Review (APR) and to Schools as part of their Athena SWAN/EDI Committee self-assessment. All job adverts highlight flexible working & family-friendly policies & include positive action statements actively encouraging applications from all sections of the community. There is a clear link on the University's main 'Jobs' page to the Equality, Diversity and Inclusion (EDI) commitment of the University.</p>

Actions	Lead	Update and Progress at 2019
<p>Recruitment and Selection Objective 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. Success Measures: All eligible RS are employed on an OEC within 3 months of each annual review of RS Contracts data. If agreed, OEC Policy for RS in place & communicated to all stakeholders & supported by HR procedures and processes. By 2019, the University has put in place an empirical measure to report on RS awareness of the University's Contracts policy and has Comms Strategy and Plan to effectively communicate essential messages to RS.</p>		
<p>4. RSDWG to complete work to introduce procedures & processes for annual reporting and monitoring RS contracts data. RSDWG to monitor contracts data & take actions to ensure eligible RS on an OEC.</p>	<p>E&D, HR & RBESS</p>	<p>COMPLETED September 2018 As noted under action 3, recruitment data is reviewed at HRSC annually and the data are shared with RSSG in order to identify and act on RS issues. All RS can request to be moved to an open ended contract when they have four years' continuous service, according to the University's Contracts of Employment Policy.</p>
<p>5. A decision is taken by the University whether or not to introduce a single contract type (OEC) for RS.</p>	<p>AVP Research HR</p>	<p>COMPLETED October 2018 HRSC has reviewed the use of different contract types. A policy and process that allows RS with four years continuous service to request to move to an open ended contract is in place. Fixed term contracts are still used for research staff with less than four years continuous service.</p>
<p>6. RSDWG to discuss and, if agreed, to make a recommendation to the University's Staff Survey (USS) Group to include RS specific questions in 2019 USS to survey RS about (a) type of contract (b) years of service (c) awareness of Contracts policy.</p>	<p>RSDWG</p>	<p>COMPLETED February 2019 Additional questions were discussed at the University Staff Survey (USS) Steering Group. The University is moving to a different type of staff survey and therefore it was agreed that for consistency, the 2019 USS should ask the same questions as those used in 2017 and to include the same questions as the Careers in Research Online Survey (CROS) allowing sector comparison. No additional questions relating to contracts were introduced.</p>
<p>7. RSDWG to submit a proposal first to URG and then, if approved, to the University's Comms Strategy Group to recommend that University Comms Strategy and Plan is developed and implemented specifically for RS. The proposal for a RS Comms Strategy and Plan will be developed in consultation with all key stakeholder groups and individuals, including RS via RS rep networks.</p>	<p>RSDWG</p>	<p>COMPLETED July 2019 Three members of the University's communications team are now members of RSSG and advise on the development of comms action plans for individual pieces of work. This has led to increased interactions between comms teams and RS. For example the comms teams have worked with the University's RS rep networks to ensure researchers' voices are included in University initiatives, such as the development of the University's strategy and values. RSSG have established appropriate routes for communicating RS specific issues to RS. The AVP Research sends (from February 2019) a monthly email update to all research staff. This practice is now embedded.</p>

Actions	Lead	Update and Progress at 2019
<p>Recruitment and Selection Objective 1.3: Increase awareness of the University's Extended Access Policy (EAP) amongst research staff.</p> <p>Success Measures: In the 2019 USS, 75% of RS respondents report that they are aware of the EAP and its benefits to them.</p>		
<p>8. RSDWG to agree and implement processes and procedures that will raise awareness of the University's EAP amongst RS.</p>	<p>RSDWG</p>	<p>COMPLETED August 2019</p> <p>An annual reminder about the University's extended access policy (EAP) is sent to all research staff via the monthly email update from the AVP Research. Information about the policy has been added to the online research staff handbook.</p>
<p>9. RSDWG to make a recommendation to the University's Staff Survey Group 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.</p>	<p>RSDWG</p>	<p>COMPLETED February 2019</p> <p>As noted under action 6, the USS Steering Group decided not to add additional questions to the USS so it is not possible to report on the % of respondents aware of the policy. RSSG are raising awareness of the EAP by highlighting it in the monthly email update to all RS.</p>
<p>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.</p>	<p>RSDWG</p>	<p>COMPLETED September 2019</p> <p>Case studies of researchers who made use of the extended access policy have been added to the online research staff handbook.</p>
<p>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.</p>	<p>RSDWG</p>	<p>COMPLETED September 2019</p> <p>It was not possible for staff on the extended employment register to be surveyed so research staff reps networks and forums were asked for feedback on EAP. The feedback indicated that awareness of the policy was very low. The policy is now promoted via the AVP monthly email update and is highlighted in the online research staff handbook.</p>
<p>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.</p>	<p>RSDWG</p>	<p>COMPLETED September 2019</p> <p>A process is in place to monitor uptake. Currently 42 research staff have access to their email via the extended access policy. This indicates a low take up, consistent with the low level of awareness of the policy, and RSSG will continue to raise awareness and promote the policy.</p>

Actions	Lead	Update and Progress at 2019
<p>Recruitment and Selection Objective 1.4 Clarify and communicate bridging funding opportunities to Principle Investigators (PIs) and research staff. Success Measures: 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>		
<p>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.</p>	RSDWG	<p>COMPLETED August 2019 A survey of Faculty research services teams revealed that the use of bridging funds differs across all Schools and Faculties and is largely dependent on the PI and their portfolio of projects. One Faculty has introduced a fund (competitively bid for) to support research staff for three months to write research grant and Fellowship applications. RSSG will monitor the impact of this approach.</p>
<p>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>	RSDWG	<p>NOT COMPLETED September 2019 As noted under action 13, the survey of bridging fund practices was completed in August 2019; potential recommendations will be discussed by RSSG in November 2019. As noted under action 6, the USS Steering Group decided not to add additional questions to the USS so it is not possible to report on the % of respondents aware of bridging funds.</p>
<p>15. Bridging funding to be included in information provided to RS via the proposed University RS Comms Strategy and Plan.</p>	RBESS	<p>NOT COMPLETED September 2019 As noted under action 13, there is no official policy relating to the use of bridging funds. RSSG will monitor the impact of one Faculty's plan to offer RS three months to write grant and Fellowship applications.</p>
<p>16. RSDWG to recommend to the University's Staff Survey (USS) 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	<p>NOT COMPLETED September 2019 As noted under actions 13 and 15, there are no policies and procedures relating to bridging funds and therefore a survey of research staff awareness was not required.</p>

Actions	Lead	Update and Progress at 2019
<p>Recognition and Value Objective 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, HRSC 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. Success Measures: A new section on Intellectual Property is published in the new online RS Handbook. By March 2018, all RS and PIs are aware of the system to be used to complete P&DRs for RS. 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>		
<p>17. A Section on IP rights and authorship included in the new online RS handbook.</p>	<p>RBESS</p>	<p>COMPLETED April 2019 IP information and signposting to the University's IP policy and IP resources pages are now available in the online research staff handbook.</p>
<p>18. RSDWG to clarify 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, a communication to be sent out to all PIs asking them to use the old paper-based P&DR system for RS.</p>	<p>RSDWG</p>	<p>COMPLETED September 2018 An online Performance and Development Review (P&DR) system has been in place since September 2018 and this has been communicated to RS and PIs.</p>
<p>19. 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. A written report, with recommendations to be completed and sent to URG for approval and implementation.</p>	<p>RSDWG</p>	<p>PARTIALLY COMPLETED June 2019 and ONGOING included in CAP 19-21 Research Staff representatives are members of RSSG and the University-wide Researcher Development Group (RDG). RSSG have asked reps to discuss within their networks ways to recognise and value research staff. The following initiatives have been proposed and agreed by URG:</p> <ul style="list-style-type: none"> • Participation in international postdoc appreciation week. • Introduction of a conference support and research collaboration fund for research staff. • An annual research staff conference. <p>The University did not meet the target of 80% of RS respondent in the USS agreeing that they feel valued, the 2019 USS reported that 73% of research staff feel valued as part of the University. RSSG will continue to discuss and introduce new initiatives aimed at improving the recognition of researchers.</p>

Actions	Lead	Update and Progress at 2019
<p>Recognition and Value Objective 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. Success Measures: 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>		
<p>20. All 3 Faculties have RS reps in each School, and RS rep Faculty Forums; (ii) RSDWG to run an inaugural University - wide event for all RS reps</p>	<p>RSDWG</p>	<p>COMPLETED June 2019 There are 65+ RS reps across three Faculties with active RS rep forums in two Faculties. Research institutes which span Faculties are also developing active research staff networks, for example, the Institute for Health Policy and Organisation. A University wide event for all research staff reps was held in Oct 20017 to launch the research staff forums and reps networks. The ongoing work with research staff networks and forums is now embedded.</p>
<p>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.</p>	<p>RSDWG</p>	<p>COMPLETED August 2019 A research staff reps role description has been agreed across all Faculties and this is available in the online RS handbook. Research staff representation is established in the terms of reference in RSSG and RDG. RS reps also attend Faculty committees.</p>
<p>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.</p>	<p>RSDWG</p>	<p>NOT COMPLETED September 2019 The North West RSA no longer in exists. Members of RSSG are now active members of the N8 PDRA working group and of Researchers 14.</p>
<p>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.</p>	<p>RSDWG</p>	<p>ONGOING The 2019 USS found that 73% of research staff feel valued as part of the University demonstrating that the rate of decline has reduced. RSSG will continue to work with research staff forums and reps networks to implement the initiatives outlined under action 19, and identify new actions, to ensure staff feel more valued and that this is reflected in the results of future staff surveys.</p>

Actions	Lead	Update and Progress at 2019
<p>Recognition and Value Objective 2.3: <i>PIs/line managers are aware of their responsibilities to research staff in relation to the Concordat and The University's CAP. Enabling action: (i) Develop best practice materials (written, film) and (ii) include appropriate content in New Academics Programmes and Master classes. Success Measures: A culture of awareness of the Concordat and the University's Concordat Action 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.</i></p>		
<p>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.</p>	<p>RSDWG, SLD</p>	<p>COMPLETED July 2019 and ONGOING and INCLUDED in CAP 19-21 A managers' essential toolkit was launched in June 2018. This is an online hub that provides managers with a range of tools, templates and resources to help them develop as managers and manage everyday situations. This complements face to face training via the Leading and Managing at Manchester programmes. The percentage of RS agreeing with the statement 'my line manager gives recognition for work done well' increased from 85% in the 2017 USS to 89% in the 2019 USS. The percentage of RS agreeing with the statement 'my line manager helps me develop in my role' (2019 was the first time this question was asked) was 82% in 2019 compared with 73% for all staff. The 2019 USS reported that 50% of RS are aware of the Concordat, an increase from 43% in 2017. The Statement of Expectations (launched September 2019) is expected to accelerate awareness of the Concordat and training and development opportunities.</p>
<p>25. Working with Researchers 14 & the University RS Network, RSDWG to develop & implement a strategy to increase awareness of the CAP.</p>	<p>RSDWG</p>	<p>COMPLETED August 2019 RSSG has gathered feedback on the new concordat, which informed our Institutional response to the consultation; we also contributed to the Researchers14 response.</p>
<p>Recognition and Value Objective 2.4: <i>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. Success Measures: In 2019 USS, 85% of RS respondents agree that they have had a 'P&DR in the past 12 months.'</i></p>		
<p>26. HR put in place a plan for rolling out P&DRs to all RS from 2018 onwards.</p>	<p>HR</p>	<p>COMPLETED September 2018 A P&DR is offered to all staff annually. The process was moved onto an electronic platform in 2018. Reviewer training is mandatory and reviewees are encouraged to access the online module 'Getting the best from your P&DR' or the equivalent workshop.</p>
<p>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.</p>	<p>RSDWG, HR</p>	<p>COMPLETED September 2018 As noted under action 26 the P&DR process has been promoted to research staff and the USS shows an increase in %age of research staff completing a PDR increased from 53% in 2017 to 59% in 2019. Further increases are anticipated as the statement of expectation explicitly states that researchers should have the opportunity for a P&DR.</p>
<p>28. If delays to the rollout of the P&DR online system, comms sent out to all stakeholders that P&DRs for RS to be completed using the old system.</p>	<p>RSDWG, HR</p>	<p>COMPLETED/ NOT APPLICABLE Not applicable as the online P&DR system has been rolled out.</p>

Actions	Lead	Update and Progress at 2019
<p>Recognition and Value Objective 2.5: <i>Recognise & reward via time allocation, promotion and the annual P&DR, the various roles research staff undertake via (i) Review recognition and reward procedures across the University, including consultation with HR. (ii) Review to be tabled at RSDWG, URG & actions taken.</i></p> <p>Success Measures: <i>By 2019, a 5% increase in average University success rate of promotions amongst RS. 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.'</i> <i>By 2019, an increase of 5% in RS agreeing that their P&DR was effective in the 2019 USS.</i></p>		
<p>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 with RS, PIs and line manager and to share good practice and promotion success stories amongst RS and their managers.</p>	RSDWG	<p>ONGOING and included in CAP 19-21</p> <p>Whilst promotion opportunities are open to RS, the number of RS applications is small and varies across the Faculties. RSSG have revised the promotion criteria for moving from Research Assistant to Research Associate and from Research Associate to Research Fellow to improve clarity, which are in the process of being approved in time for the University's next promotion round. RSSG have devised a comms strategy to raise awareness amongst RS and their Head of School and PIs.</p>
<p>30. RSDWG to review the messaging on promotion opportunity webpages to ensure that it is fully inclusive of RS. Information about promotion to be added to the online RS Handbook.</p>	RSDWG	<p>COMPLETED September 2019</p> <p>The links to the University promotion pages have been added to the RS online handbook.</p>
<p>31. RSDWG to work with Faculty Comms to include timely messaging to RS about promotion rounds & support available to them to assist with preparation of promotion applications.</p>	RSDWG	<p>COMPLETED July 2019</p> <p>As noted under action 7, members of the comms team are now members of RSSG. The monthly email update from the AVP Research highlights promotion opportunities to research staff.</p>
<p>32. RSDWG to report RS promotion data at all grades (including BAME and FT/PT status) to URG for action where required.</p>	RSDWG	<p>COMPLETED September 2019</p> <p>As noted under actions 3 and 4, EDI data including promotions data is reported to HRSC and the data is shared with RSSG. The number of RS applying for promotion is too small, although applications increased by more than 10% between 2017 and 2018, to allow for a detailed analysis by gender and ethnicity. The data will continue to be reported to, and monitored by, RSSG.</p>
<p>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.</p>	RSDWG	<p>ONGOING and included in CAP 19-21</p> <p>As noted under action 32, currently the number of research staff applying for promotion is too small to allow for a detailed analysis by gender and ethnicity. RSSG are improving the visibility of the opportunities for promotion to research staff and will monitor the data from the anticipated increase in applications to identify appropriate action if required.</p>

Actions	Lead	Update and Progress at 2019
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	<p>COMPLETED June 2019</p> <p>As noted under action 19, the following initiatives were proposed through RSSG and RS rep networks and agreed by URG:</p> <ul style="list-style-type: none"> • Participation in postdoc appreciation week. • Introduction of a conference support and research collaboration fund for research staff. • An annual research staff conference. <p>RSSG are in the process of agreeing additional reward and recognition schemes.</p>
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	<p>NOT COMPLETED</p> <p>After discussion with research services team, who are responsible for the processing of all research grant and fellowship applications, it was agreed that a single guidance document outlining when research staff can be included on grants as PI or Col could not be produced as this is largely dependent on the terms and conditions of the funder. It was agreed with research services team that this is considered on a case by case basis.</p>
36. The E&D Office to capture data (Titles and Grades) of PIs and Cols 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	<p>NOT COMPLETED</p> <p>EDI data on PIs and Co-Is is collected; however it is not possible to identify the role (i.e. research staff) of the PI.</p>
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	<p>ONGOING and included in CAP 19-21</p> <p>RSSG have discussed reward and recognition for research staff and work in this area is focussed on initiatives such as the postdoc appreciation work and the provision of funds to support professional development. RSSG will continue to work with RS reps on initiatives which aim to ensure researchers are recognised and valued.</p>
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	<p>COMPLETED/NOT APPLICABLE</p> <p>As noted under action 6, information is promoted via the monthly email update from the AVP Research.</p>

Actions	Lead	Update and Progress at 2019
<p>Support and Career Development Objective 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. Success Measure: 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.</p>		
<p>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.</p>	<p>RSDWG</p>	<p>ONGOING and included in CAP 19-21 The newly formed RSSG is in the process of developing a Statement of Expectations relating to the career development of research staff that recommends that research staff spend at least 10 days per annum on career and professional development activities. This statement has been approved by URG and will be launched in October 2019. The 2019 USS reported that 25% of RS had spent more than five days on training and development and this will become our baseline measure against which progress will be monitored.</p>
<p>Support and Career Development Objective 3.2: To provide researchers with the tools to evaluate their own skills and development needs via a P&DR and a PDP. Success Measure: 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.</p>		
<p>40. Monitor the frequency of RS setting personal and career development objectives in P&DRs via data collected from the 2019 USS and beyond.</p>	<p>RSDWG</p>	<p>COMPLETED JULY 2019 88% of research staff who completed the 2019 USS stated that they agreed personal development objectives as part of their P&DR; this is a significant increase from 56% in 2017.</p>
<p>Support and Career Development Objective 3.3: Deliver careers advice for research staff, publicising case studies of "success stories" including different career paths. Publicise mentoring opportunities available to research staff. Increase number of research staff engaging with formal mentoring schemes at The University. Success Measure: By Sept 2019, 20% of RS making use of Manchester network to find suitable mentors. 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. By 2019, the RSDWG work collaboratively with the DDAR to our in place a Plan to make better use of Manchester Alumni to support RS in their career development, including on site visits</p>		
<p>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</p>	<p>RSDWG</p>	<p>COMPLETED September 2019 Case studies and interviews with researchers benefitting from career development support are provided in the online research staff handbook.</p>
<p>42. RSDWG to produce a strategy & plan to raise awareness – and promote uptake - amongst RS of the University's Manchester Network.</p>	<p>RSDWG</p>	<p>COMPLETED August 2019 Information about the Manchester Network has been provided in the online Research Staff handbook and will continue to be promoted via the AVP Research monthly email update.</p>

Actions	Lead	Update and Progress at 2019
43. Include information about career development, and mentoring/ coaching opportunities in the proposed University RS Comms Plan (see Action 7).	RSDWG	COMPLETED March 2019 Information about career development and mentoring and coaching is provided in the online research staff handbook and promoted via the monthly email update from the AVP Research. In the 2019 USS, 78% of research staff agreed that they were encouraged to engage in personal and career development compared with 71% in 2017. 56% of research staff in the USS reported that they had a career development plan compared with 50% in 2017.
44. By Sept 2018, RSDWG to design procedures to measure engagement of RS with coaching and mentoring opportunities, and to review data annually	RSDWG	PARTIALLY COMPLETED August 2019 and included in CAP 19-21 All research staff can apply to one of four University-wide coaching and mentoring schemes - Manchester Gold (approx. 12 RS annually), Central Coaching (approx. 20 RS annually), Researchers into Management (2 sessions each of 24 RS annually) and Leading at Manchester (approx 3 RS per cohort). In 2018/19, around 100 research staff were matched to a mentor in a research staff mentoring scheme within the Faculty of Biology, Medicine and Health and we are now discussing how to use this approach in other Faculties. In the 2019 USS, 33% of research staff reported that they had received mentoring which compared favourably with 23% of all staff.
45. By Jan 2019, 5 Alumni have given presentations to RS at the University about their career development	Faculty RSDWG	ONGOING to be completed by October 2019 A panel of alumni are presenting on careers outside of academia at the University research staff conference in October 2019.
<p>Support and Career Development Objective 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. Success Measures: An increase of 5% of RS agreeing that they had engaged with industry in the 2019 USS compared to equivalent 2017 data. 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. An increase of 5% of RS agreeing that they had engaged with mobility activity in the 2019 USS compared to equivalent 2017 data.</p>		
46. Include a section in the new online RS Handbook on mobility, including funding to support RS undertake mobility – related activity	RBESS, RSDWG	COMPLETED AUGUST 2019 Signposting to mobility funding opportunities available via the main research councils has been added to the RS online handbook.

Actions	Lead	Update and Progress at 2019
47. RSDWG to produce a proposal, for approval by URG, of the University can assist RS to engage with industry	RSDWG	ONGOING and included in CAP 19-21 Research staff are signposted to the University's business engagement teams who support research staff to engage and work with non-academic partners. However, data from USS shows that there is research staff demand to work more with business, 32% of research staff had had the opportunity to work with business and 44% would like to do so. RSSG will continue to work with business engagement teams to improve opportunities for research staff in this area.
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	COMPLETED January 2019 With approval from URG two funds were introduced for research staff – international conference fund and a research collaboration fund. The collaboration fund allows researchers to travel and visit external partners. Schools have also been encouraged to signpost research staff to the relevant external funding opportunities. The monthly email update to all research staff from the AVP will also be used to promote these opportunities.
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	COMPLETED September 2019 The University was awarded two NERC Industrial Innovation Fellowships, and through its BBSRC Flexible Talent Mobility Accounts, has funded outgoing fellowships, industrial placements and professional development.
<p>Support and Career Development Objective 3.5: <i>Improve engagement and effectiveness of P&DRs for RS 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.</i></p> <p>See Actions 26-28 for associated actions, success measures and update.</p>		
<p>Support and Career Development Objective 3.6: <i>(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. Success Measure: 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.</i></p>		
Ongoing Inductions as and when required.	HR	ONGOING and included in CAP 19-21 37% of research staff reported that the University wide induction programme was useful and 73% reported that the local induction was useful. Improving the induction process has been included as a priority in the CAP 19-21.

Actions	Lead	Update and Progress at 2019
<p>Researchers' Responsibilities Objective 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. Update: As noted in the 2017-19 CAP Champions are no longer required an effective RS Reps Structure is in place.</p>		
<p>Equality and Diversity Objective 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). Success Measures: 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>50. E&D to continue to present E&D RS reports to the RSDWG</p>	<p>RSDWG, E&D</p>	<p>COMPLETED September 2018 Data is submitted annually to RSSG and two members of RSSG are also member of EDI Leadership Group as noted under actions 3 and 4. This practice is now embedded.</p>
<p>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: 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 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</p>	<p>PARTIALLY COMPLETED January 2019 EDI data for research staff promotions is collected and this shows that white male research staff are more likely to apply for promotion. However the number of applications is small. As noted under actions 29-33, RSSG is working on improving the visibility of promotion opportunities and will continue to monitor the EDI promotions data. EDI data on PIs and Cols is collected.</p>
<p>Equality and Diversity Objective 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. Success Measure: To increase both the number and success rate of promotion applications from RS by 10% between 2017 – 19.</p>		
<p>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>ONGOING and included in CAP 19-21 As noted under actions 29-33, RSSG is carrying out a further revision of the promotions criteria and will include information about the anticipated costs to Schools in clear messaging and communication.</p>

Actions	Lead	Update and Progress at 2019
53. RSDWG to produce and distribute a document to all PIs giving details of the promotion opportunities for RS including key deadlines in the promotions application process.	RSDWG	ONGOING and included in CAP 19-21 As noted under actions 29-33 and 52, the dissemination of information and the messaging around promotions for research staff has not been consistent and further work is required in this area.
54. RSDWG to monitor RS promotions data and take appropriate action to keep the University on track to meet its 2019 RS promotions targets	RSDWG	ONGOING and included in CAP 19-21 Between 2017 and 2018 the number of applications from RS for promotion increased by more than 20%. As noted under actions 29-33, promotions data is reported annually at HRSC and during the annual performance review (APR) process for Faculties. This data is made available to RSSG and it has been noted that where the possibility of promotions is promoted and training is provided, the applications for promotion are higher. RSSG are working towards clarifying the criteria, ensuring consistent messages and the provision of training and online resources across all Faculties.
Implementation and Review Objective 6.1: Publicise and raise awareness of The University's Concordat Implementation Plan and progress with actions.		
55. Include key documents that RS should be aware of in the RS Comms Plan, and make use of appropriate Comms channels to raise awareness of these key documents amongst PIs and PSS staff	RSDWG	COMPLETED February 2019 As noted under action 7, communication with research staff has been improved by sending a monthly email update from the AVP Research to all RS. Messages are timed appropriately to raise visibility and awareness of research staff issues. For example, the P&DR process is promoted in May and the promotions process is promoted in October.
Implementation and Review Objective 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. Success Measure: By 2019, baseline data established from internal survey procedures.		
56. University staff to continue to influence, and contribute to the regional, national and international Researcher Development landscape	RSDWG, Faculty RD, PSS Staff	COMPLETED September 2019 The University's researcher development colleagues are based across different Faculties and teams and coordination of their activity is facilitated by RDG. Colleagues: <ul style="list-style-type: none"> • Actively participate as members of Researchers14 and the N8 PDRA Working Group by sharing data and good practice; • Attend and participate in relevant national conferences, for example, Royal Society Research Culture conference, VITAE national conference; • Contribute to blogposts and discussions and consultations on all issues relating to researcher development; • Hold the post of champion role model for Aurora (Advance HE's leadership development initiative for women); • Coordinate the Women in Academia Support Network.

Implementation and Review Objective 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. To increase participation in surveys (CROS, University Staff Survey) and improve dissemination of findings via Research Staff networks and the RSA in particular. **Success Measure:** By 2019, all actions in the 2017 - 19 Concordat Implementation Plan have been completed.

57. RSDWG to monitor completion of RS – specific actions arising from the 2017 USS included in the institutional APR	RSDWG	<p>COMPLETED January 2019</p> <p>Two members of RSSG are also members of the USS Steering Group. An action plan responding to issues raised by research staff in the 2017 USS was prepared and an update on the action plan was reported to the Steering Group in December 2018. The action plan focussed on improving governance and reporting structures, improving communications and supporting the completion of P&DRs. Responsibility for the action plan is with RSSG.</p>
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Abbreviations

- APR Annual Performance Review
- AVP Associate Vice President
- CAP Concordat Action Plan
- CROS Careers in Research Online Survey
- EAP Extended Access Policy
- E&D Equality and Diversity
- EDI Equality, Diversity, Inclusion
- HRSC Human Resources Sub Committee
- OEC Open Ended Contract
- P&DR Performance Development Review
- RBESS Research and Business Engagement Support Services
- RDG Researcher Development Group
- RS Research Staff
- RSDWG Research Staff Development Working Group (renamed Research Staff Strategy Group)
- RSSG Research Staff Strategy Group
- SLD Staff Learning and Development
- URG University Research Group
- USS University Staff Survey