

University of Manchester Concordat Action Plan 2019-21

Recruitment and Selection (Principle 1) <i>Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</i>				
No.	Actions	Measures	Timescale	Lead
1.	Agree a University wide <i>Statement of Expectations on the Career Development of Research Staff</i> in consultation with research staff and senior leadership and disseminate this Statement to research staff, PIs and research services teams (Faculty based teams supporting research funding applications). Add the Statement to new starters and induction information and make available to existing research staff via researcher development, research staff and research services webpages.	Use research staff forums to gather feedback on all aspects of the Statement including RS views on whether PIs and the University are fulfilling their obligations. Actions to be noted and taken. 70% RS and PI awareness of the Statement as measured in the University Staff Survey (USS) in 2020; 75% awareness by September 2021.	Mar 20 and Mar 21 Sept 20, 21	RSSG & HR
2.	Review the induction process including gathering feedback from research staff who have attended University wide induction events over a 12 month period; use information to develop an induction toolkit specific to research staff; promote induction toolkit to research staff.	Review completed. Induction toolkit available online. Increase year on year the proportion of research staff who found the institutional induction process meaningful as reported in the USS (37% in 2019) to match the %age who found the local induction meaningful.	Dec 20 Feb 21 Sept 21	RSSG, HR & SLD
3.	Continue to promote University Fellowship schemes and encourage and support research staff where appropriate to apply for independent external Fellowships.	Increase in the number of internal candidates who are awarded a University Fellowship. Increase in the number of internal candidates applying to, and receiving, external Fellowship awards annually measured over a three year period, starting from October 2019 (baseline).	Oct 19 and annually thereafter	URG
4.	Work with the N8 PDRA working group to explore the sector's use of fixed term contracts.	Attendance at working group meetings and implementation of agreed outcomes.	Ongoing	RDRD
5.	Continue to monitor profile of applicants to, and holders of, research posts by gender and ethnicity and take actions where necessary.	Annual report and analysis of EDI data relating to research staff. Annual action plans following analysis of annual report to include research staff.	Nov 19, 20 May 20, 21	HR & EDI & RSSG

Recognition and Value (Principle 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.*

6.	Promote use of the online P&DR process for research staff; develop online resources for research staff on 'getting the most out of your P&DR'; develop online resources for PIs on 'training for reviewers of research staff'.	P&DR process communicated via monthly email update to all RS and included in Faculty news bulletins. Year on year increase in the numbers of RS and PIs accessing P&DR online resources, using Oct 2019 data as a baseline. Year on year increase in %age of RS agreeing that the P&DR process is effective as measured in the staff survey (82% in 2019).	Sept 19, 20 Oct 19, 20 Sept 20, 21	SLD & Faculty RD
7.	Ensure support for promotions at all career stages by reviewing the promotions criteria for research staff; promoting the research staff promotions criteria; provide guidance to research services and PIs relating to the costing in of the promotion of staff on research grants; delivering promotions workshops specifically for research staff.	Revised promotions criteria agreed. Data collected on number and profile, by gender and ethnicity, of research staff applying for promotion. Data collected on researcher promotion success rates by gender and ethnicity. Year on year Increase in the number of RS attending promotions workshops, using Jan 2020 data as a baseline. Positive evaluation of the workshops.	Nov 19 Jan 20, 21 Jan 20, 21 Jan 21 Jan 20, 21	HR & Faculty RD
8.	Evaluate the impact of the new international conference and research collaboration funds targeted at research staff and make recommendations regarding sustainability.	Number of applications and awards made via the conference and collaboration funds. Final report on impact of funds and recommendations.	Nov 19, 20 Sept 21	RSSG
9.	Encourage University wide participation in the international Postdoc Appreciation week via social media campaign, University wide events and distribution of 'support your postdoc' promotional material.	Year on year increase in numbers involved in postdoc appreciation week, baseline data collected in 2019. Year on year increase in number of twitter re-tweets, baseline data will be collected in 2019. Year on year increase in number attending University-wide event, baseline data will be collected in 2019.	Oct 19, 20 Oct 19, 20 Oct 19, 20	PAW working group.
10.	Coordinate and deliver an annual research staff conference alternating between career development and showcasing research to encourage interdisciplinary collaborations.	Sustained attendance levels with representation from all Faculties and positive evaluation and feedback from attendees.	Nov 19, 20	RS Conference working group.

Support and Career Development (Principles 3 & 4) *Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.*

11.	Work with grant writing and strategic funding teams to develop and deliver a grant writing programme for research staff which provides protected time for writing.	Development of a programme. Number attending grant writing programme including other writing sessions such as Shut Up and Write (SUAW) and WriteFest. Numbers of RS involved in research grant writing activity.	Feb 20 June 20, 21 Sept 20, 21	URG
12.	Develop a coaching and mentoring programme for research staff.	Agree a University wide programme. Promote programme to research staff. Monitor numbers participating in new programme. Positive feedback regarding the programme. Increase %age of RS, as measured in USS, who have accessed mentoring (from current 33% to 40% by 2021) & coaching (from current 18% to 25% by 2021).	Jan 20 Feb 20 June 20, 21 July 20, 21 Sept 20, 21	SLD and Faculty RD
13.	Support research staff who supervise PGRs through the development and promotion of a PGR supervisors toolkit and ensure PGR supervisors engage and use the toolkit.	Supervisors' toolkit published and promoted. Analysis of numbers accessing toolkit measured from February 2020 onwards.	Oct 19 Feb 20, 21	MDCSG
14.	Support PIs in their role as research leaders by promoting Leading at Manchester, Inspiring Leaders and other relevant courses.	Sustained high levels of RS agreeing in USS that 'my line manager helps me develop in my role' (current 82%) and 'my line manager gives me recognition for work done well' (current 89%).	Sept 20, 21	SLD & RSSG
15.	Work with PIs to pilot tools on 'how to talk about careers' developed by the PROSPER/Research England funded project.	Target of 70% of RS staff feeling that P&DR discussions are useful in focussing their career aspirations as measured in USS.	Jan 21	SLD & RSSG
16.	Work with the University's Business Engagement and Knowledge Exchange (BEKE) teams to deliver training and events on engaging with industry and provide opportunities for researchers to engage with industry.	Target of two RS facing training courses/event per annum. Positive evaluation from attendees. Year on year increase in %age of RS who report in the USS that they have had the opportunity to collaborate in research with business (currently 32%).	Sept 20, 21 Sept 20, 21	BEKE

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

17.	Use the <i>Statement of Expectations on the Career Development of Research Staff</i> to encourage research staff to use ten days per annum on career and professional development activities and training.	Monitor issues/concerns raised via research staff forums & discuss annually at RSSG and actions taken. Year on year increase in %age of RS spending 10 days on training and development from 12% (current USS) to aim for 25% by 2021.	Mar 20, 21 Sept 20, 21	RSSG and RS Forums
18.	Provide guidance on research staff involvement in teaching, provide teaching opportunities and training to research staff.	Guidance on RS involvement in teaching agreed. Teaching opportunities promoted. Nos. attending teaching training.	Dec 19 Sept 20 Apr 20	RSSG and Faculty RD
19.	Encourage research staff involvement in social responsibility activities, including public engagement.	Regular showcasing of research staff engaged in public engagement and social responsibility highlighted on researcher development webpages and at research staff events.	Nov 19, 20	RSSG
20.	Define and agree role of research staff rep; provide research staff rep training; facilitate rep networks; make University wide recommendations re research staff representation.	Agreed role specification. Target of two RS rep training sessions per annum Report on RS representation on key groups and University-level committees.	Sept 19 Mar 20 Apr 20	RSSG, Faculty RD and RS Forums

Equality and diversity (Principle 6) *Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.*

21.	Implement and deliver the institution's Athena SWAN Bronze award actions relating to research staff.	Increase in number of silver awards. Contribute to silver award action plans.	Dec 20	AS SAT
22.	Implement the actions from the Race Equality Charter mark and ensure research staff involvement in the University's action plan relating to the Disability Standard.	Implement REC Mark actions relating to research staff. Ensure research staff are represented in the Disability Standard self-assessment team.	Dec 19 May 20	RSSG, EDI LT
23.	Identify and implement Unconscious Bias (UB) observers on research staff promotion panels.	Numbers attending UB training. Monitor composition of promotion panels.	Jan 20 Jan 20	EDI LT
24.	Evaluate the pilot Inclusive Advocacy programme - established to support the career advancement of Black, Asian and Minority Ethnic (BAME) research staff.	Number of advocates. Number of attendees on the programme. Impact of the programme on attendees.	May 20 May 20 Dec 20	EDI LT

Implementation and Review (Principle 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.*

25.	Monitor the implementation of the 2019-21 CAP via RSSG and report to URG. RSSG is chaired by the Associate Vice President for Research and includes research staff representation and representation from HR, faculties, researcher development.	Development of a detailed work plan that is reviewed twice yearly to assess progress and refined as necessary.	Dec 19, June 20, Dec 20, June 21.	RSSG
26.	Monitor staff survey (and replacement for staff survey) results and enhance engagement with researchers to better understand issues raised in the survey.	Staff survey results analysed and action plan for research staff created, implemented and monitored.	Oct 19, Mar 20, Oct 20, Mar 21	RSSG
27.	Work with Faculty research staff forums and twice yearly hold a University wide researcher development network to raise awareness and gather feedback on implementation to report to RSSG.	Feedback gathered from Faculty based research staff forum and reported to RSSG. Concordat discussed at twice yearly researcher development network for all research staff and staff working in area of researcher development.	Nov 19, May 20, Nov 20, May 21 Mar 20, Sept 20, Mar 21, Sept 21	RDRD and Faculty RD

Abbreviations

AS SAT	Athena Swan Self Assessment Team
BE	Business Engagement
CAP	Concordat Action Plan
EDI LT	Equality, Diversity and Inclusion Leadership Team
Faculty RD	Faculty Researcher Development
HR	Human Resources
MDCSG	Manchester Doctoral Committee Strategy Group
PAW	Postdoc Appreciation Week Working Group
RS	Research Staff
RSG	Research Strategy Group
RSSG	Research Staff Strategy Group
SLD	Staff Learning and Development
URG	University Research Group