

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

1. Recruitment & Selection (Concordat Principles 1, 2 & 6)				
Objectives/Actions	Lead	Specific measure and timeline	Progress up to Aug 2017	Action 2017 - 19
<p>1.1 (i) The HR Sub Committee will continue to monitor The University's Equality and Diversity data and uptake of Recruitment and Selection courses delivered by Staff Learning & Development.</p> <p>(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</p>	<p>HR Sub-Committee, AVP for Research, URDC, RSDWG</p>	<p>(i) Equality & Diversity (E&D) monitoring – twice yearly</p> <p>(a) Recruitment and Selection training – twice yearly</p> <p>(ii) Reports sent to AVP for Research – twice yearly</p>	<p>E&D monitoring continues to be undertaken annually with a mid-year review, overseen by the University's HR Sub Committee and as part of institutional and Faculty APR processes. E&D data is aggregated to Faculty level and examined by Faculty E&D Committees. Research Staff (RS) are included as a category and any issues are highlighted with an associated objective and action created by Faculty E&D Committees. The objectives and actions are examined and approved by the HR Sub Committee chaired by the Deputy Vice Chancellor. RS – specific actions are taken to stakeholder groups for action, including the University's Research Staff Development Working Group (RSDWG) chaired by the Associate Vice President for Research. Recruitment and Selection training is mandatory for anyone active in recruitment and selection. The training is largely delivered by online packages which include unconscious bias training. Face-to-face training is also available and delivered using E&D case studies. Recruitment and selection training data is monitored twice yearly by the HR Sub Committee. RSDWG has aligned E&D objectives of RS with related objectives in the University's Concordat Implementation Plan to eliminate duplication of effort and to decide which actions will go through the E&D and/or the CIP route of governance, actioning and monitoring.</p>	<p>Review and build upon existing governance structures at the University for RS matters to further assist the full implementation of actions in this Plan. This will include reviewing lines of communication between key stakeholder groups (RSDWG and URG in particular) with clear Terms of Reference</p> <p>ACTION 1: Ongoing: a RS Standing Item on the URG agenda</p> <p>ACTION 2: RSDWG to work with the AVP for Research to agree what to be included in the URG RS Standing item, and to coordinate actions arising</p>

<p>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 implemented by July 2016; communication channels to include research staff Newsletter, training sessions delivered by FRSDs and information in The Research Staff Handbook.</p>	<p>URDC, FRSDs, PSS</p>	<p>The URDC to work with HR to complete action (a) by March 2017 (b) Faculty & PSS Researcher Development Teams to assist raising awareness of The University's Contracts Policy and the benefits of OECs amongst RS. Completed by March 2017</p> <p>(b) The URDC to include a section on The Contracts Policy and specifically Open-Ended contracts in the upgraded Research Staff Handbook. Section added and upgraded Handbook published by February 2016</p>	<p>The RSDWG's plan to address RS contract issues consists of 3 Phases: Phase 1: to ensure the University had a Contracts Policy stating that, wherever possible, those RS who have 4 years continuous employment at the University are employed on an OEC Phase 2: to ensure that the Contracts Policy – and the benefits of an OEC – are communicated to RS Phase 3: to evaluate the possibility of introducing a single OEDC type for all RS from day 1. Phase 1 has been completed, Phase 2 is ongoing and Phase 3 is in progress.</p> <p>Work to ensure all eligible RS are employed on an OEC is ongoing. The first stage of this work – to collect robust RS contracts data – has been completed. Initial analysis of the data shows variation in the numbers of RS on OECs between grades and between Faculties; data is currently being analysed to identify any RS who are currently employed on an FTC that are eligible to be employed on an OEC, and to rectify this.</p> <p>In order to simplify and improve procedures for contracts of employment for RS at the University, work is in progress to look into the feasibility of introducing a single contract type for RS – i.e. the OEC.</p>	<p>ACTION 3: By June 2018, RSDWG to complete work with HR to introduce procedures and processes for regular reporting of RS Contracts data. From June 2018, RSDWG to monitor RS Contracts data and take action to ensure that all eligible RS are employed on an OEC.</p> <p>ACTION 4: By March 2018, a decision is taken by the University whether or not to introduce a single contract type (OEC) for RS.</p>
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			<p>A campaign to raise awareness of OECs (and associated benefits) amongst the University's RS was undertaken in 2016/17 using various comms channels, including: (i) a review of the University processes used to notify RS of their eligibility to transfer to an OEC (including a review of the wording and timing of delivery of contract notification letters) (ii) information included in the new RS Handbooks (iii) dedicating a recent issue of the University's quarterly newsletter for RS – <i>Incite</i> – to contracts (iv) contracts information communicated to RS via RS Fora and RS rep networks (v) information communicated by Faculty Research Staff developers in appropriate training session for RS.</p> <p>Quantitative data for this measure of success is</p>	<p>If a single contract type is agreed, work to be undertaken by HR working in partnership with RSDWG and URG, and other key stakeholders, to develop new procedures, processes and policies to support the change accompanied by a Comms drive to inform all RS, Pls and other key stakeholders (Faculty Deans, Vice Deans for Research, Heads of School etc) of the new procedures and processes.</p> <p>ACTION 5: By Feb 2018, RSDWG to discuss and, if agreed, to make a recommendation to the University's Staff Survey Board to include RS – specific questions in 2019 USS to survey RS about (a) type of contract of employment (FTC, OEC) (b) years of service (c) awareness of Contracts Policy and processes</p>
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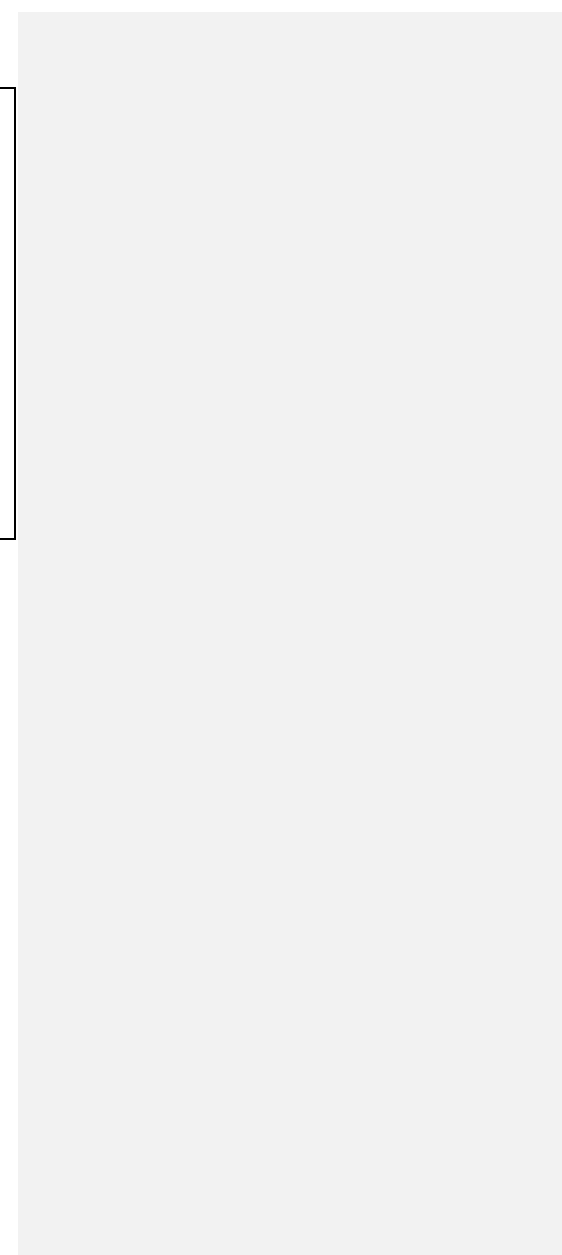
<p>1.3 Increase awareness of The University's Extended Access Policy amongst research staff</p>	<p>URDC, FRSDs, NAPS Tutors, Director of Academic Development</p>	<p>Include a section in the revised Research Staff handbook on The University's Extended Access Policy (EAP) Raise awareness of the Policy amongst PIs by including a mention of it in NAPS and Master classes (by January 2016, information to be included in NAPS and Master</p>	<p>not available as the University did not participate in CROS 2017 but, instead, re-built the 2017 University Staff Survey (USS) to include RS – specific questions. Awareness of the benefits of OECs was not surveyed amongst RS in the 2017 USS.</p> <p>Pending a decision re introducing a single contract type for RS, the University will continue to use all communication channels available to raise awareness of OECs. However, analysis of the 2017 USS data aggregated to RS highlights that communication with RS needs to be more effective at School, Faculty and University levels. Information about contracts is just one area that needs to be communicated effectively to all RS. A formal University RS Comms Strategy and Plan – with effective governance, accountability and monitoring to be discussed to enhance the flow of Comms from the University to/from RS</p> <p>The University's Extended Access (EA) Policy is unique amongst UK HEIs. Its development was driven by the University's Research Staff Association and provides RS with access to email accounts and e-resources for a 12 month period beyond the termination of an employment contract. A letter giving details of the EA service is now emailed to all eligible RS both 6 months and 3 months prior to expiry of contract sent to all RS. Furthermore, a formal</p>	<p>ACTION 6: By Jan 2018, RSDWG to submit a proposal first to URG and then, if approved, to the University's Comms Strategy Group to recommend that a University Comms Strategy and Plan is developed and implemented specifically for RS; . The proposal for a RS Coms Strategy and Plan will be developed in consultation with all key stakeholder groups and individuals, including RS via RS rep networks.</p> <p>ACTION 7: RSDWG to agree and implement processes and procedures that will raise awareness of the EAP amongst RS</p>
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		<p>classes for senior academics).</p> <p>Faculty & PSS Researcher Development Teams to include information about the Policy in relevant training courses for research staff (by Jan 2016). The University's RSA to disseminate information by January 2016.</p> <p>Measure of success: By 2017, all RS are aware of the Extended Access Policy (assessed by CROS 2017 and consultation with research staff)</p>	<p>EAP has been written and published on the University's internal <i>StaffNet</i> pages</p> <p>A section on the EAP has been included in the new RS Handbook.</p> <p>The EAP is highlighted in NAPs for PIs and was included in a series of Master Classes delivered to senior academics across the University.</p> <p>The EAP is highlighted in training delivered to RS by Faculty Researcher Development Teams, and in RS Rep Networks. The Policy was repeatedly communicated by the University's Research Staff Association (RSA)</p> <p>The University did not participate in CROS 2017 but, instead surveyed RS via the University Staff Survey (USS). However, a question about awareness of the EAP was not included due to the limited number of RS – specific questions that could be added to the 2017 USS (a recommendation is to be made to the University Staff Survey Board that RS are surveyed about awareness of the EAP in the 2019 USS and thereafter). The questions that were included in the 2017 USS were agreed in consultation with Faculty RS Developers and RS</p>	<p>ACTION 8: By Dec 2018, RSDWG to make a recommendation to the University's Staff Survey Board to include question in USS 2019 onwards to monitor awareness of the EAP amongst RS; RSDWG to take action to raise awareness of the EAP</p> <p>ACTION 9: RSDWG to commission 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>ACTION 10: 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</p>
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<p>1.4 Clarify and communicate bridging funding opportunities to PIs and research staff. Enabling action: Review of procedures employed across The University re bridging funding for research staff.</p>	<p>URDC, AVP for Research, FRSDs</p>	<p>Review of procedures employed by Schools and Faculties re Bridging funding to be completed by July 2016. Communication to all research staff and PIs re bridging funding opportunities and procedures to be circulated by October 2016</p> <p>Measure of success: As measured by CROS 2017 data, all respondents are aware of Bridging Funding procedures and opportunities (include institution-specific question in CROS 2017)</p>	<p>reps. Nevertheless, feedback from the University's RS Network suggests that RS are not sufficiently aware of the EAP. Actions taken to make RS more aware of the EAP include:</p> <ol style="list-style-type: none"> 1. Letters are sent to all eligible RS both 6- and 3 – months prior to expiry of contract giving details of the EA service and how they can register for it; 2. A formal EAP document is on the University internal HR webpages; 3. Details of the EAP have been included in the new RS Handbook <p>An informal assessment of local practice has been undertaken and showed that a consistent approach across the University to provide bridging funding for RS is not in place. A formal University – wide review of Bridging Funding procedures and practices has been approved by senior management and will be undertaken by RSDWG.</p> <p>The University did not participate in CROS 2017 but, instead, incorporated questions from CROS (agreed in consultation with RS via RS reps) into the 2017 USS. However, a question to survey RS about their awareness of Bridge Funding was not included.</p>	<p>gained from having it</p> <p>ACTION 11: By June 2018, RSDWG, working in partnership with HR and IT Services, to oversee the implementation of a process that allows the University to report uptake of EA amongst eligible RS. RSDWG to monitor uptake data and take appropriate action if needed to ensure that all eligible RS are offered EA.</p> <p>ACTION 12: By Dec 2018, 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>
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				<p>Plan</p> <p>ACTION 15: By Dec 2018, RSDWG to recommend to the University's Staff Survey Board that a question is inserted into the 2019 SS to survey RS awareness of University bridging funding procedures and opportunities available to them</p>
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2. Recognition and Value (Concordat Principles 1,2,3,4,6)	
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<p>2.1 (i) To establish consistent University-wide practice that ensures due and fair recognition and reward to research staff regarding co-authorship and IP rights. Discussions at RSDWG, HR and URG to clarify how best this can be achieved.</p> <p>(ii) Include information/guidance in (a) the training to be given to PIs regarding the new University online PDR system and (b) the revised Research Staff Handbook</p>	<p>URG, URDC, HR, FRSDs, AVP for Research, RSDWG, RSA</p>	<p>Review of recognition and reward procedures/processes re co-authorship and IP rights to be completed by April 2016.</p> <p>Discussions at University level (RSDWG, HR & URG) about how to establish consistent practice regarding co-authorship and IP rights to be completed by January 2017. A communication arising from agreed procedure to be released to all key stakeholders (PIs/line managers, research staff, Heads of School) by April 2017.</p> <p>A training programme for the new University P&DR system is yet to be finalised, as are the delivery dates, expected 2017. Information about co-authorship and IP rights to be included in the revised Research Staff Handbook (Section added and upgraded Handbook published by April 2016)</p>	<p>A University – wide review of IP and co-authorship practice has not been undertaken. Work is in progress carried out by the RSDWG with the University’s technology transfer company (UMIP), to create clear messaging on IP and authorship to all RS (and PIs). Information will also be included in the new online RS Handbook.</p> <p>Website guidance on co-authorship has been published by the University’s Ethics Team and will be signposted to from the IP/co-authorship materials to be included in the new RS Handbook.</p> <p>Finally, conversations about authorship and IP rights are included in training sessions delivered to RS by Faculty Researcher Development Teams, and UMIP deliver training and guidance to RS.</p> <p>Communications re IP rights and authorship have not been sent out specifically to PIs, line managers, Heads of School – nor are they planned now – as information is available on the University’s Research Governance, Ethics and Integrity website.</p> <p>Guidance documentation has been written for RS and line managers/PIs to support the effective use of the new online P&DR system for RS. However, rollout of the system to academic and RS has been significantly delayed and, as of Aug 2017, the system has not been delivered to either staff group.</p> <p>A section on P&DRs has been added to the new RS Handbook.</p>	<p>ACTION 16: By June 2018, a section on IP rights and authorship included in the new online RS Handbook</p> <p>ACTION 17: By Dec 2017, RSDWG to clarify with HR the time frames of rolling out the new online P&DR system to RS. If significant delays in rolling out the online P&DR system to RS persist, a communication (from RSDWG) to be sent out to all PIs asking them</p>
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<p>2.2 Strengthen research staff representation across The University to ensure research staff are effectively represented at School, Faculty and institutional levels.</p> <p>Enabling actions: to (i) establish effective Research Staff Fora (or equivalents) in all Faculties (ii)</p>	<p>FRSDs, AVP for Research, URDC, URG, Staff Communications Office, Faculty Communications Managers</p>	<p>Measure of success: An improvement in the number of research staff agreeing in CROS 2017 and University Staff data that they are valued by the institution.</p>	<p>A drop of 5% in RS respondents to the USS agreeing with the statement “RS are valued as part of the University” is seen between 2017 and 2015 (74% and 79%, respectively). These data require action especially as this drop was not reflected in equivalent data for PSS or academic staff.</p> <p>However, there is a discrepancy between how RS themselves feel valued, and how other staff groupings value RS: in all three Faculties, PSS and academic staff agree that “RS are valued as part of the University” significantly higher than RS themselves.</p> <p>RS reps and governance structures supported by senior academic leadership are well established in 2 of the University’s 3 Faculties School/Division RS reps, RS representation on appropriate School/Faculty Committees and quarterly Faculty RS rep Fora). The remaining Faculty is currently overhauling its RS rep structures and governance, to ensure full RS representation at School and Faculty level, due</p>	<p>to use the old paper-based P&DR system for RS until the new online system goes live for RS.</p> <p>ACTION 18: By Feb 2018, RSDWG to oversee the completion of a consultation with RS (via the University’s RS rep Network) to ascertain what actions need to be taken by the University to help RS feel more valued as a part of the University.</p> <p>ACTION 19: By July 2018, a written report, with recommendations, based on the findings from Action 18 to be completed and sent to URG for approval and implementation.</p> <p>ACTION 20: By Nov 2017: (i) all 3 Faculties have RS reps in each School, and RS rep Faculty Fora; (ii) By Nov 2017, RSDWG to run an inaugural University –</p>
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<p>develop and implement a faculty and institutional Communications Strategy and Plan for research staff.</p>		<p>Agree the distinctive role and remit (complementing work of the RSDWG and Research Staff Fora) of the University's Research Staff Association (RSA) in supporting research staff at The University, including resources required by the RSA to effectively fulfil their role. Completed by March 2017.</p> <p>To design and implement Faculty/institution</p>	<p>to be completed by October 2017.</p> <p>Due to RS turnover, the sustainability of the University's RSA has been challenging; however, conversations with other external institutions show this is a common problem. To remedy this, the UoM organised a regional meeting to consider the establishment of a North-West RSA; regional institutions have now agreed to establish a North-West RSA that will host one small and one large event annually. Resources and costs will be shared between institutions. Furthermore, a University RS rep is also a UKRSA rep (Nicola Small), who reports back to the RSDWG from national RSA meetings (the University has provided financial support to allow our UKRSA rep to attend national meetings). Finally, the University has provided funding to enable other University RS reps to attend UKRSA meetings to maintain a voice in national RSA developments, and to ensure that University RS benefit from national UKRSA work.</p> <p>The University now has in place a robust and vibrant RS Rep Network. To harness this</p>	<p>wide event for all RS reps</p> <p>ACTION 21: By July 2018, RSDWG to agree future ambitions for RS representation at the University and nationally. Recommendations to will be sent to URG for approval and implementation.</p> <p>ACTION 22: To monitor success of the North-West RSA and the University's involvement in it. By March 2018, metrics of success to be agreed by RSDWG.</p>
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<p>2.3 Pls/line managers are aware of their responsibilities to research staff in relation to The Concordat and The University's Concordat Implementation Plan. Enabling action: (i) Develop best</p>	<p>URDC, FRSDs, HR, RSDWG</p>	<p>Communications Strategy and Plan for research staff to improve communication between research staff and the institution. Strategy and Plan to be signed off by URG. Completed by July 2017</p> <p>Measure of success: A target of 60% of research staff saying they feel valued by the institution in the 2017 CROS and University Staff Survey.</p> <p>Content and form of 'best practice' materials agreed by January 2016. Written material and short films produced by September 2016.</p>	<p>engagement, and following the USS 2017 results which indicate that RS Comms need to be further enhanced to (a) raise awareness of important information relevant to support for RS at the UoM and (b) to help RS feel part of – and valued by - the University, RSDWG will continue its work with central Comms to assess the feasibility of developing a University Comms Strategy and Plan specifically for RS. A University RS Comms Plan would work synergistically alongside the efforts of the Faculty Researcher Development Teams who work hard to utilise and innovate increasingly effective communication channels with their respective RS communities.</p> <p>In the 2017 USS, 74% of RS respondents agreed with the statement that “Research Staff are valued as part of the University”, thus exceeding our target by 14%. Nevertheless, this represents a drop of 5% since the 2015 USS. This drop requires attention; RSDWG to oversee a consultation with the University’s RS Network to establish precisely what the University can do to improve a sense of feeling valued amongst RS. N.B. In the 2017 USS, a significantly higher number of PSS and academic staff in all three Faculties agreed with the statement that “RS are valued as part of the University” than RS themselves agreed.</p> <p>RSDWG will work with the newly formed (in 2017) Staff Learning and Development (SLD) department to drive this action forward. Providing training and support to enhance the skills and competencies of Pls’ RS management skills has been identified as a priority in the SLD</p>	<p>See Action 6.</p> <p>ACTION 23: to reverse the 5% drop in RS agreeing with the statement “RS are valued as part of the University” in the 2019 USS, and continue the improvement year on year.</p> <p>ACTION 24: By Sept 2019, SLD, working in partnership with RSDWG, and with support from senior management, deliver</p>
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<p>practice materials (written, film) and (ii) include appropriate content in NAPs and Master classes.</p>		<p>Relevant information delivered to new and senior academics in the NAPs and Master classes, respectively, by March 2016. Include information in the training of PIs/line managers for the new online PDR system (completed 2017). Incorporate information delivered to new and senior academics in NAPs and Masterclass programmes. Completed by September 2016.</p> <p>Measure of success: A culture of awareness of The Concordat and The University's Concordat Implementation Plan is established amongst academics, research staff and relevant PSS staff, reflected in a target of 70% of research staff being aware of both documents in 2017 CROS scores.</p>	<p>2017 – 19 Operational Plan.</p> <p>Information was delivered in Masterclasses for senior academics, which have now ceased.</p> <p>Despite making use of every opportunity and comms channel (including vigorous promotion at RS rep Networks and to RS directly) to publicise and raise awareness of The Concordat and The University's Concordat Implementation Plan, and although there has been a small (2%) increase in RS reporting an awareness of both documents in the 2015 and 2017 USS (43% and 45%, respectively), were aware of the Concordat to Support the Career Development of Researchers and the University's European <i>HR Excellence in Research</i> recognition), numbers are disappointingly low and below our targets. However, from conversations with other UK HEIs, this low awareness of the Concordat etc is a national problem. Through the University's involvement in the national network <u>Researchers 14</u> (who are part of the Concordat review process), the University will feed into the issue of how to elevate the status of the Concordat nationally.</p>	<p>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>ACTION 25: Working with the national Researchers 14 Group and the University RS Network, RSDWG to develop and implement a strategy to increase awareness and status of the University Concordat Implementation Plan</p>
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<p>2.4 Increase completion – and effectiveness - of PDRs by/for research staff following implementation of new University online PDR system. Enabling action: (i) Write training and deliver guidance material to PIs/line managers and research staff, and (ii) establish most effective methods of communicating information.</p>	<p>PDR Working Group, STDU, HR, URDC</p>	<p>P&DR training materials written by December 2015. Routes of communicating information and delivering guidance materials established by January 2016.</p> <p>Measure of success: The number of research staff completing an annual PDR in the past 12 months rising to</p>	<p>The University did not survey awareness of the Concordat or the Concordat Implementation Plan amongst other staff groups (academic, PSS) in the 2017 USS but will consider doing so in 2019.</p> <p>An online P&DR system –the Researcher Development Online Tool (ResDOT) – was designed and developed by the RSDWG working in partnership with IT Services and RS specifically to enhance completion rates and effectiveness of P&DRs for RS. Analytics data collected from a pilot rollout of ResDOT showed the system enhanced completion rates and satisfaction scores amongst RS and their reviewers of the effectiveness of P&DRs. Because of its success, ResDOT was taken offline by the University’s IT Services to be developed for rollout to all staff across the University. However, there have been significant delays to rolling out the new online P&DR system to RS meaning that by August 2017, the system had not been implemented to RS.</p> <p>In consultation with the RSDWG and RS reps- guidance materials have been prepared specifically for RS (and PIs/line managers) to help RS get the most out of their P&DRs. Furthermore, a Comms Plan was put in place by the University P&DR Working Group to accompany the rollout of the online P&DR system.</p> <p>Given the delays to rolling out the new online P&DR system to RS, it is not surprising that the University has not met its P&DR targets for this staff group (53% of RS respondents to the 2017</p>	<p>ACTION 26: By March 2018, a plan is put in place by HR for rolling out P&DRs to all RS from 2018 onwards</p> <p>ACTION 27: By June 2018, if ready, RSDWG to work with HR to oversee the rollout of the new University online P&DR system to RS according to a HR rollout plan.</p> <p>ACTION 28: If delays to the rollout of the new online system to RS are expected beyond Jan 2018, P&DRs for RS will continue to be completed using the old paper based system.</p>
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<p>2.5 Recognise and reward via time allocation, promotion and the annual P&DR, the various roles research staff undertake. Enabling actions: (i) Review recognition and reward procedures employed across The University, including consultation with HR. (ii) Review to be tabled at RSDWG and URG and appropriate actions taken.</p>	<p>HR, URDC, URG</p>	<p>75% in CROS 2017. Target score of overall effectiveness of PDR in 2017 CROS = 75%</p> <p>Establish what roles research staff undertake and review with Faculties/HR how they could be rewarded. Completed by June 2016 Paper, with recommendations, to RSDWG by February 2016 and to URG by May 2016.</p>	<p>USS reported having had 'a P&DR in the last 12 months', lower than the respective score for PSS and academic staff). However, of those who did undertake a P&DR, 92% agreed that clear objectives were agreed. 83% reported that the P&DR was useful, the highest score amongst all staff groupings. Efforts are being made to implement the online system to RS as soon as possible in 2017/18 and contingency plans (including a Comms Plan) are in place for RS to undertake a P&DR using the old paper-based P&DR system.</p> <p>The delays in the release of the online P&DRs to RS have resulted in lack of data to drive and monitor this action. However, considerable efforts have been put into developing recognition and reward - opportunities for RS at the University, including:</p> <p>1. The University has an annual promotion round that is open to all RS irrespective of their contractual status and external funding stream (this practice is sector – leading). Clear promotion guidelines are available for all grades of RS and Promotion Committees openly invite and encourage applications providing evidence of working at a higher level, http://www.staffnet.manchester.ac.uk/human-resources/current-staff/career-development/academic-promotions-procedures To support the promotions process for RS, the Faculty of Biology, Medicine and Health provide “Building your Case for Promotion” and “CV Development” workshops and 1:1 promotion coaching. Following the last audit of its Concordat Implementation Plan in 2015, the University</p>	<p>ACTION 29: By May 2018, RSDWG to develop a strategy and plan – for approval by URG – to raise awareness of promotion opportunities for RS at the University (especially at Associate and Senior Fellow level) with RS, PIs and line managers. RSDWG to propose a strategy and plan for approval and implementation by URG to share good practice and promotion success stories amongst RS and their managers.</p> <p>ACTION 30: RSDWG to review the messaging on University</p>
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			<p>has been capturing RS promotions data; success rates are high with a University average of 78%</p> <p>Despite these encouraging figures, four areas of improvement have been identified:</p> <p>(i) low numbers of promotion applications at Associate and Senior fellow level in all three Faculties (feedback from a University – wide Focus group highlighted that RS were unsure about how they would know they are ready for promotion and were unclear about what is considered to be “extra” to warrant promotion given that such variations in outputs and workloads/responsibilities exist between RS)</p> <p>(ii) an imbalance in the numbers of applications across the 3 Faculties (iii) men are slightly more likely to be promoted (M 85% vs. F 71%) and especially at Senior Research fellow level (iv) Quality BAME and FT/PT data needs to be captured across the University</p> <p>2. The University’s Leadership in Education Awards Programme (LEAP) is open to all RS (and PGRs) who have some teaching experience and would like to apply for formal accreditation and a national teaching award (Higher Education Academy Fellowship)</p> <p>3. The University has developed two new websites promoting teaching opportunities. Click here for the link to teaching opportunities aimed at academic staff and RS; click here for a link to the GTA/demonstrator teaching opportunities</p> <p>4. Teacher training for RS is also available through the Faculty New academics programmes (NAP) and Faculty Researcher</p>	<p>promotion opportunity webpages to ensure that it is fully inclusive of RS. Information about promotion to be added to the RS <i>Recognition and Reward</i> pages in the new online RS Handbook</p> <p>ACTION 31: RSDWG to work with Faculty Communications Teams to include timely messaging to RS about promotion rounds and support available to them to assist with preparation of promotion applications</p> <p>ACTION 32: RSDWG make recommendations to URG that RS promotion data at all grades (including BAME and FT/PT status) is reviewed by Faculty Leadership Teams.</p> <p>ACTION 33: RSDWG to undertake annual monitoring of RS promotions data, alongside the</p>
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Commented [LG1]: We already have too much APR data

		<p>Measure of success: relevant scores in CROS and University Staff Survey (e.g., value and recognition) increase from 2015 to 2017 by 5%.</p>	<p>Development Teams have increased the range of teaching sessions on offer to RS</p> <p>5. Work has begun on the development of a University Teaching Policy for RS</p> <p>6. The University is encouraging RS to be PIs and CoIs on research grant applications and for RS to be formally recognised for their research ideas. A high level “myth busting” University statement is required to communicate to academics and RS that there are no institutional barriers to RS leading on grants as PIs or CoIs.</p> <p>7. The University hosted two high profile events to look at barriers to funding for RS – one with the Wellcome Trust, the other a national event organised by University RS with members of RCUK in attendance/speaking. This area is an important issue for RS as some funders of research restrict RS leading grants in some of their calls.</p> <p>8. RS can apply for various annual University reward and recognition schemes:</p> <ul style="list-style-type: none"> - Making a Difference - Exceptional Performance award - Researcher of the Year award - Supervisor of the Year award <p>Data collected from RS via the 2017 USS is encouraging and likely reflects the considerable efforts the University has put into developing reward and recognition opportunities for RS since 2015. Recognition scores for RS completing the 2017 USS varied across 9 categories, with the highest for RS</p>	<p>institutional Athena SWAN Action Plan and make recommendations to URG for action as required</p> <p>ACTION 34: RSDWG to investigate whether University awards can be created that recognise and reward RS (and excellent PI practice to support RS) and a report, with recommendations submitted to URG by June 2018. If awards are possible and agreed by the University, awards introduced in 2019.</p> <p>ACTION 35: To be agreed at RSDWG and approved by URG that the University produces a high level statement confirming that there are no institutional barriers to RS leading on grants as a PI or Col.</p> <p>ACTION 36: By June 2018, the E&D Office to capture data (Titles and Grades) of PIs and</p>
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			<p>feeling 'recognised and valued' for their contributions to publications (74%) and the lowest (31%) for managing/supervising staff.</p>	<p>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</p> <p>ACTION 37: By Sept 2018, 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</p> <p>ACTION 38: If a University RS Comms Strategy and Plan is agreed and implemented (see Action 6 above), include information about RS Reward and Recognition opportunities and activity at the University</p>
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3. Support and Career Development for research staff (Concordat Principles All)				
<p>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.</p> <p>Enabling action: To be discussed at RSDWG and URG to determine how this can be implemented.</p>	<p>URG, FRSDs, RSDWG, URDC</p>	<p>Measure of success: an increase in 5% of research staff engaging with training as recorded in 2017 CROS and University Staff Survey data</p>	<p>89% of RS completing the 2017 USS reported completing between 2 – > 10 days of training and other CPD activities in the past 12 months. This represents an increase of 9% compared to comparable figures for CROS 2015, supporting the notion that a culture of engagement with professional training by RS is establishing at the University. However, no formal process has been put in place to ensure that managers for research budget, plan and support RS to take up to 10 days per annum for professional and career development training but, given the % of RS engaging with professional development activities, this may not be needed. Nevertheless, plans are in place to develop a University Policy/Expectations document for the number of days RS are expected to engage with PD in any 12-month period. N.B A recent University – wide RS Focus Group highlighted a lack of clarity about what is meant by training and whether, for example, conference attendance counts. It would be possible, for 10+ days a year to be taken up by conference attendance, leaving little or no training days for attending personal/career development workshops etc.</p>	<p>ACTION 39: RSDWG to discuss the proposal that the University publishes an Expectations document/Policy stating that the number of ‘release’ days RS are allocated to attend Career and Personal Development activities provided by the University, as well as external opportunities. If agreed the proposal will be submitted to URG for approval and implementation.</p>

<p>3.2 To provide researchers with the tools to evaluate their own skills and development needs via a P&DR and a PDP. Enabling action: Appropriate tools built into new online University P&DR system</p>	<p>URDC, FDTs, PDR Working Group, URDC</p>	<p>The building of a new online University PDR system, including guidance on the effective use of PDPs, is due to be completed by March 2016. Measure of success: To increase the number of respondents to CROS by 5% from 2015 to 2017 to 60% agreeing that they have made use of a PDP.</p>	<p>In the 2017 USS, of the RS who had undertaken a P&DR in the past 12 months, 92% agreed that clear objectives were set and 83% agreed that the P&DR was useful, the highest score amongst all staff groupings who participated in 2017 USS. These data indicate that the P&DR, is a powerful tool for PDP that can be used to set personal and career development objectives; thus an independent PDP tool is not required. Written guidance for RS to accompany the new online P&DR system includes information about how to use the P&DR as a PDP tool, including engaging with ongoing reflective practice.</p>	<p>ACTION 40: Monitor the frequency of RS setting personal and career development objectives in P&DRs via data collected from the 2019 USS and beyond .</p>
<p>3.3. (i) Deliver careers advice for research staff, publicising case studies of “success stories” including different career paths. (ii) Publicise mentoring opportunities available to research staff at The University i.e. Faculty Researcher Development Teams, Manchester Gold and STDU. (iii) Increase number of research staff engaging with formal mentoring schemes at The University. One Faculty produces a “Research Brochure” which includes case studies of successful research staff, and the support they made use of at The University to assist success. A review will be undertaken to establish whether this example of good practice can be adopted in other Faculties.</p>	<p>URDC, FRSDs, Careers Service</p>	<p>(i) Case studies completed by September 2016. Review of mentoring opportunities available to research staff across The University, including data for uptake, to be completed by October 2016. (ii) Strategies for publicising mentoring schemes available to research staff across The University to be agreed by December 2015; implemented by April 2016. (iii) Review of rolling out a “Research Brochure” (or equivalent) to all Faculties to be concluded by December 2015; rollout to all faculties to be completed by January 2017, if deemed appropriate. (iv) Case studies, if deemed appropriate, will be completed</p>	<p>Case studies of RS success stories have not been produced. Mentoring opportunities are vigorously publicised to RS via various channels, and the University has developed robust resources to meet demand (although data has not been collected to measure uptake). All Faculty and PSS Researcher Development Teams deliver career development sessions for RS. In addition, the following career development opportunities are available to all RS: 1. the Careers Service continues to run the annual award-winning Pathways event where PGRs and RS can gain fresh insight and perspectives on possible careers and career development 2. The University runs the annual <i>Manchester Gold</i> scheme which is open to all staff – including RS – to work with mentors to support career development 3. Faculties pay for career consultants to give 1:1 career development session with RS 4. All Faculty Research Staff Developers have</p>	<p>ACTION 41: By Dec 2018, 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. ACTION 42: RSDWG to produce a strategy and plan to raise awareness – and promote uptake - amongst RS of the University’s new <i>Manchester Network</i> a new and powerful resource to enable RS</p>

<p>(iv) The use of case studies, in the form of short films, applicable to different stages of a postdoctoral career, will be reviewed.</p>		<p>by January 2017. Measure of success: 2017 CROS and University Staff Survey data showing a minimum 5% increase in relevant scores, including those who are engaging with mentoring schemes.</p>	<p>gained formal coaching qualifications and provide 1:1 career coaching for RS</p> <ol style="list-style-type: none"> 5. In June 2016, the University ran a high profile branded campaign to focus on the Career Development opportunities available to searchers at the University. 6. The University has developed a new online mentoring system which will be rolled out to RS in 2017 7. The University has built a deep and broad database of Manchester Alumni, which includes their respective career path. This database will be made use of by Researcher Development Teams to help recruit Alumni to come to the University to speak to researchers about what skills they developed, and how, and how they have supported the career paths of choice <p>The University plans to develop more online support for RS and their career development, including the development of short film case studies.</p> <p>The University has not rolled out a "Research brochure" as it was deemed unnecessary, both by staff and by RS reps.</p>	<p>to link up with suitable mentors form around the world and in different sectors.</p> <p>ACTION 43: include information about career development, and mentoring/ coaching opportunities in the proposed University RS Comms Plan (see Action 6).</p> <p>ACTION 44: By Sept 2018, RSDWG to design procedures to measure engagement of RS with coaching and mentoring opportunities, and to review data annually</p> <p>ACTION 45: By Jan 2019, 5 Alumni have given presentations to RS at the University about their career development</p>
<p>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</p>	<p>RSDWG, URDC, FRSDs, URG</p>	<p>Review of this action, including issues, opportunities, key stakeholders and implementation to be concluded by October 2016. To be discussed at RSDWG and URG by January 2017 and action strategy and action plan completed by March 2017.</p>	<p>An informal review of mobility opportunities was undertaken and showed, as expected, a variation in the opportunities available and engagement by RS with them. Engagement with opportunities was generally initiated by individual researchers themselves and/or by PIs, especially those working in multidisciplinary, internationally collaborative research projects where research programmes</p>	<p>ACTION 46: By June 2018, include a section in the new online RS Handbook on mobility, including funding to support RS undertake mobility – related activity</p>

<p>needs to be done to explore ways The University could support mobility e.g. providing financial support to make placements possible. To be discussed at RSDWG and URG, and action plan developed and implemented if appropriate.</p>		<p>Implementation by June 2017.</p> <p>Measure of success: A minimum 3% increase in the number of respondents to CROS 2017 agreeing that they have taken part in a placement.</p>	<p>benefit from mobility of researchers between research groups. 2017 University Staff Survey results show that 63% and 35% of respondents had collaborated with colleagues outside of the UK and with business, respectively, with 34% and 41% saying they would like to do so. Through its membership of Researchers 14, the University shares good practice with other institutions. A considerable amount of work has been undertaken at the University to facilitate the mobility of PGRs, and this will be extended to RS (measure in USS) However, RS are more ambivalent about mobility and the University needs to consult with RS via the RS Rep Network, about how to approach and support mobility for RS at the University (ACTION).</p> <p>In the 2017 USS, 6% of RS respondents reported completing a placement outside of HE research (a 2% increase compared to comparable CROS 2015 data), with 43% reporting they would like to, and 50% saying they had no interest in this.</p>	<p>ACTION 47: By June 2018, RSDWG to produce a proposal, for approval by URG, of how the University can assist RS to engage with industry.</p> <p>ACTION 48: By Dec 2018, RSDWG to present a proposal to URG for approval and implementation of internal funding models that could support external training/placements for research staff, and communicate these to Faculty and School senior leadership for comment. Revised proposal sent to URG for approval and implementation</p> <p>MEASURE OF SUCESS: 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</p> <p>ACTION 49: By Sept</p>
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				2018, 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
3.5 Improve engagement and effectiveness of P&DRs for research staff at The University. Based on the success of an online system developed for research staff – ResDOT – The University is reconfiguring it for rollout to all staff across the institution. The PDR process will be reinvigorated and mandatory training and a suite of supporting materials, to be developed and delivered. Work is being undertaken to ensure that the training and guidance material to support the reinvigoration of the PDR system includes information specific to research staff.	RSDWG, AVP for Research, URDC, HR, PDR Working Group	Measure of success: to increase by 10% from 2015 – 2017 the number of respondents to CROS and University Staff Survey agreeing that they had undertaken a PDR in the past 12 months, and a 10% increase in those agreeing that the process was effective.	This action has been stalled by the rollout of a new online P&DR system for all University staff (see 2.4 above). Whilst the The 2017 USS reflects this: in all three Faculties, the number of respondents reporting that they had had a P&DR in the previous 12 months is significantly lower than academic staff and PSS staff. However, of those who did undertake a P&DR in the past 12 months, 92% agreed that clear objectives had been agreed and 83% reported that the P&DR was useful, the highest score amongst all staff groupings. Taken together, these data show that there has been an increase in the effectiveness of P&DRs for those RS who have undertaken one in the past 12 months. Efforts are being made to implement the online system to RS asap in 2017 and contingency plans are in place to allow RS to undertake a P&DR using the old paper-based system.	See Actions 26 – 28 above
3.6 (i) To strengthen Induction programmes at School, Faculty and institutional level. Induction is an important opportunity to	RSDWG, AVP for Research, URDC, FRSDs	A review of inductions delivered to research staff across The University to be reviewed by March 2016 . An	University – wide inductions for RS new starters were conducted as a collaborative effort with the Faculty Researcher Development Teams. However, Faculties now	ACTION: Ongoing, inductions delivered as required.

<p>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.</p> <p>(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.</p>		<p>induction strategy and action plan to be agreed by August 2016, and implemented by October 2015.</p> <p>Measure of success: (i) to increase by a minimum of 5% and 3%, respectively, the respondents to 2017 CROS agreeing that they had undertaken an induction and that it useful.</p> <p>(ii) Revised Induction Section in Handbook published by April 2016</p>	<p>delivering their own RS inductions, a move endorsed by the 2017 USS in which the majority of RS report finding local inductions more use than University level inductions. Furthermore, this model of local inductions will help strengthen the link with RS reps, who are involved in delivering local inductions, giving a face to a name and RS rep. This change is validated by the results of the 2017 University staff survey with 50% and 72% of research staff respondents, agreeing that Research Group/School/Faculty and local inductions, respectively, were useful, with 32% agreeing that a University – wide induction was useful. Considerable level of new starters info in the new RS handbook.</p> <p>MEASURE OF SUCESS: to observe a 10% increase in uptake of local inductions in 2017-2019 USS RS data</p>	
<p>4. Researchers’ Responsibilities (Concordat Principles 4,5)</p>				
<p>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.</p>	<p>RSDWG, URG, FRSDs, URDC</p>	<p>A review of support for this action to be completed by March 2016. If there is sufficient support for the action from key stakeholders, including research staff, papers to be presented and discussed at RSDWG and URG by September 2016. Strategy and Action Plans to be drawn up and implemented by February 2017.</p> <p>Measure of success: if implemented, by 2017, a network of Researcher Development Champions is</p>	<p>Effective Research Staff rep structures, with stronger governance and clear Terms of Reference are now in place in 2/3 Faculties with the 3rd well on the way to putting in place RS reps and governance structures and RS Champions are no longer required.</p> <p>N/A</p>	

		established in each Faculty and at institutional level, including sharing of good practice.		
5. Equality and Diversity				
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 form Maternity, Paternity and Adoption Leave, BME Staff Network Group, Disabled Staff Network group, International Staff Network group and Women in Science, Engineering and Technology (WiSET). Enabling Action: The URDC to obtain quarterly update reports from the E&D Unit to present at RSDWG	E&D Unit, HR Sub Committee	Measure of success: By December 2017, all STEM Schools will hold Athena SWAN awards and/or are applying for renewal or upgrade.	Athena SWAN targets have been met, with the majority of Schools and Faculties achieving the Silver award. The UoM has written an Equality Objectives Action Plan that includes actions to address inequalities for RS. The University E&D objectives for RS were considered alongside the University Concordat Implementation Plan. In addition, a member of the RSDWG sits on the University – level Athena SWAN Self-Assessment Team as the RS Lead.	ACTION 50: Ongoing: E&D to continue to present E&D reports to the RSDWG ACTION 51: RSDWG to request that the E&D Office collect the following RS E&D data to identify any inequalities compared to other staff groups (academic, PSS) : - 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
5.2 Publicise The University's promotion and recognition and reward policies and procedures	RSDWG, AVP for Research, URG, FRSDs, URDC	A strategy and plan to rollout good practice to support research staff in applying for	A formal strategy and plan to communicate good practice to support RS promotions has not been produced as information has been	ACTION 52: By June 2018, RSDWG to draft a proposal to URG for

<p>amongst research staff. One Faculty has completed a focused push in encouraging research staff to apply for promotion, which has resulted in 24/30 applications being successful. This example of good practice will be rolled out in all Faculties.</p>		<p>promotion to be completed by June 2016, and implemented by November 2016.</p> <p>Measure of success: by December 2017, an increase in 10% from 2015 in both the number and success of promotion application for research staff in all Faculties.</p>	<p>effectively shared amongst Faculty Research Staff Developers and communicated widely via the RSDWG and the University's RS Network.</p> <p>The University E&D office has produced a data set showing RS promotions since 2015. The data is very encouraging with an average success rate of 78% amongst RS promotion applications. The RSDWG is now able to monitor RS promotions data more effectively with a target of increasing both the number and success rate of applications by 10% between 2017 – 19.</p>	<p>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>ACTION 53: By June 2018, RSDWG, with approval from URG, to produce and, distribute a document to all PIs giving details of the promotion opportunities for RS in PIs' respective School/Faculty, including key deadlines in the promotions application process.</p> <p>ACTION 54: RSDWG to monitor RS promotions data and take appropriate action to keep the University on track to meet its 2019 RS promotions targets</p>
<p>6. Implementation and Review</p>				
<p>6.1 Publicise and raise awareness of The University's Concordat Implementation Plan</p>	<p>RSDWG, URDC, FRSDs</p>	<p>Strategy and Action Plan for raising awareness of The University's Concordat</p>	<p>Despite concerted efforts to raise awareness of the University's HR Excellence in Research award and the underpinning University</p>	<p>ACTION 55: Include key documents that RS should be aware of in</p>

<p>and progress with actions. The RSDWG to determine the best methods to achieve this objective.</p>		<p>Implementation Plan amongst key stakeholders (research staff, PIS, relevant PSS staff) to be completed by September 2016. Implemented by December 2016.</p> <p>Measure of success: CROS 2017 data showing an increase in 30% from 2015 in the number of respondents who are aware of The University's Concordat Implementation Plan and progress with actions.</p>	<p>Concordat Implementation Plan, too few RS are aware of the University's Concordat Action Plan: 55% of RS respondents to the 2017 University Staff Survey had 'never heard' of the University's European HR Excellence in Research recognition and, presumably, by extension, the University's underlying Concordat Implementation Plan. However, from conversations with other UK HEIs, this low awareness is a national problem. Through the University's involvement in the national Researchers 14 network (who are part of the Concordat review process), the University will feed into the issue of how to elevate the status of the Concordat nationally. There is a section in the new RS University Handbook to highlight the HR Excellence in Research award and the University's Concordat Implementation Plan and its implications for RS.</p> <p>43% and 45% of RS respondents to the 2017 USS were aware of the Concordat to Support the Career Development of Researchers and the European HR Excellence in Research recognition, respectively. This represents an increase in 10% and 12%, respectively, for corresponding data collected in CROS 2015. This measure of success has therefore not been met.</p>	<p>the University RS Comms Plan, if approved i (also make use of appropriate Comms channels to raise awareness of these key documents amongst PIs and PSS staff)</p>
<p>6.2 To continue to actively engage in national and international networks, including Vitae and LERU. The University hosted and ran the NW Vitae Hub and will continue to be an active contributor to post Hub structures and work in</p>	<p>RSDWG, FRSDs, HR</p>	<p>Measure of success: From 2015 – 2017, The University can provide evidence for a minimum number of 5 significant contributions made to regional, national and international networks.</p>	<ol style="list-style-type: none"> 1. RS attendance at national RSA event 2. RC member of Researchers 14; 3. Invites to speak at national events (UUK, Vitae, UKCGE) 4. Two members from the Faculty of Biology, Medicine and Health gave an oral presentation (Quality in PG Research) at a conference in Adelaide, Australia, on the back of which the 	<p>ACTION 56: Ongoing: University staff to continue to influence, and contribute to the regional, national and international Researcher Development</p>

<p>the North West Enabling action: The URDC to produce quarterly reports for review by the RSDWG</p>			<p>Pro Vice-Chancellor Research Training and Performance Enhancement Office of the Deputy Vice-Chancellor Research, Deakin University, Victoria, Australia visited the University to discuss our RD provision to inform p[practice at Deakin University</p> <p>5. The University is a member of the Midlands Developers Forum</p> <p>6. The University is working with institutions in the North-West to develop a regional RSA.</p> <p>7. Members of the Faculty and PSS Researcher Development Teams have published book Chapters, and one is an external examiner for the Hull & York Medical School’s Postgraduate Training scheme</p> <p>8. The University hosted a high level delegation from Myanmar on a fact finding mission to discuss the University’s RD provision to inform RD in Myanmar</p> <p>9. The University’s Associate Vice President for Research is a member of the External Advisory Panel for Vitae and has spoken at numerous Vitae events and conferences, as well as at meetings with international universities (e.g. Kyoto University, Japan)</p>	<p>landscape</p>
<p>6.3 To continue to seek feedback from research staff including local (University Staff Survey) and national surveys (CROS), as well as Research Staff Rep networks and The University’s RSA. Enabling action: To increase participation in surveys (CROS, University Staff Survey) and improve dissemination of findings via Research Staff</p>	<p>RSDWG, URDC, FRSDs, Research Staff Reps</p>		<p>Considerable progress has been made at the University to provide channels for RS to feedback to the University at School/Faculty and institutional levels. Not only have effective RS rep networks been established in Faculties at the University (a University wide event will take place in October 2017 to bring together all RS reps from across the University to foster the development of a vibrant and supportive RS Rep community with sense of belonging), the University has provided significant funding to revise the question set of the bi-annual</p>	<p>ACTION 57: RSDWG to monitor completion of RS – specific actions arising from the 2017 USS included in the institutional APR</p>

<p>networks and the RSA in particular.</p>		<p>Measure of success: from 2015 – 2017, an increase in 5% in the total number of participants in CROS and University Staff Survey by research staff. Minimum increase of 25% in “agree” CROS scores re awareness of key documents (The Concordat and The University’s Implementation Plan) that express the institution’s commitment to supporting the career & professional development of research staff.</p>	<p>University Staff Survey to include a RS - specific question set (largely drawn from CROS to enable benchmarking of performance and agreed in consultation with RS). This action was taken to (a) help RS feel part of the University, on par with other staff groupings included in the Survey (PSS and academic staff) and (b) to tap into the considerable resources made available to analyse SS data to produce high level action plans for RS.</p> <p>There was a good engagement of RS with the 2017 USS (which was redesigned to include a set of RS-specific questions), and a specific RS Action Group has been set up to draw up a set of RS – specific actions that will be properly monitored in the institutional APR ensuring accountability.</p> <p>RS Completion rate for 2017 USS was 52% The University has not achieved the target increases in awareness of key documents (CIP etc.) and needs to improve. In the 2017 USS, only 45% of RS respondents were aware of the University’s HR Excellence in Research award. Awareness of the University’s Concordat Implementation Plan was not surveyed.</p>	
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ABBREVIATIONS:

RS – Research Staff

OEC – Open Ended Contract

FTC – Fixed Term Contract

UoM – University of Manchester

CIP – Concordat Implementation Plan

CoI – Co-investigator

PI – Principal Investigator

URDC – University Researcher Development Coordinator

HR – Human Resources

AVP – Associate Vice President

FRSDs – Faculty Research Staff Developers

PSS – Professional Support Services

NAPs – New Academics Programme

URG – University Research Group

RSDWG – University Research Staff Development Working Group

RSA – Research Staff Association

PDR – Performance & Development Review

E & D – Equality & Diversity