

Appendix 2: Action Plan for 2015 – 17, aligned to strategy for 2015 – 19

1. Recruitment & Selection (Concordat Principles 1, 2 & 6)		
Objectives/Actions	Lead	Specific measure and timeline
<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 STDU.</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>	HR Sub-Committee, AVP for Research, URDC, RSDWG	<p>(i) Equality & Diversity 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>1.2 Ensure that (a) all eligible research staff are employed on an Open-Ended contract and (b) research staff understand the benefits of Open-Ended contracts.</p> <p>Enabling actions: (a) Working with HR, obtain empirical data for the number of eligible research staff who are/are not on an open-ended contracts and take appropriate action to ensure all those eligible are on an open-ended contract.</p> <p>(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>	URDC, FRSDs, PSS	<p>The URDC to work with HR to complete action (a) by March 2017</p> <p>(b) Faculty & PSS Researcher Development Teams to assist raising awareness of The University's Contracts Policy and the benefits of Open-Ended Contracts amongst research staff. 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>Measure of success: Feedback from research staff collected through CROS, The University Staff Survey, the RSA, the RSDWG, research staff reps, together with HR data, shows that at least 90% of research staff are aware of the benefits of Open-ended contracts, and 100% of those eligible are employed on such a contract.</p>
<p>1.3 Increase awareness of The University's Extended Access Policy amongst research</p>	URDC, FRSDs, NAPS Tutors, Director of Academic Development	Include a section in the revised Research Staff handbook on The University's Extended Access

<p>staff</p> <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; review to include opportunities</p>	<p>URDC, AVP for Research, FRSDs</p>	<p>Policy (Section added and upgraded Handbook published by April 2016).</p> <p>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 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).</p> <p>The University's RSA to disseminate information by January 2016.</p> <p>Measure of success: By 2017, all research staff are aware of the Extended Access policy (assessed by CROS 2017 and consultation with research staff)</p> <p>Review of procedures employed by Schools and Faculties re Bridging funding to be completed by July 2016.</p> <p>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>2. Recognition and Value (Concordat Principles 1,2,3,4,6)</p>		
<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>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>(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>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.</p> <p>2.3 PIs/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 practice materials (written, film) and (ii) include</p>	<p>FRSDs, AVP for Research, URDC, URG, Staff Communications Office, Faculty Communications Managers</p> <p>URDC, FRSDs, HR, RSDWG</p>	<p>The training programme for the new University PDR 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>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>(Establish effective Research Staff Fora in all Faculties, with appropriate senior level endorsement. Completed by February 2017. Agree the distinctive role and remit (complementing work of the RSDWG, Research Staff Fora) of the RSA in supporting research staff at The University, including resources required by the RSA to fulfil role. Completed by March 2017. To design and implement Faculty/institution 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 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. Relevant information delivered to new and senior academics in the NAPs and Master classes, respectively, by March 2016.</p>
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<p>appropriate content in NAPs and Master classes.</p> <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>2.5 Recognise and reward via time allocation, promotion and the annual PDR, 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>PDR Working Group, STDU, HR, URDC</p> <p>HR, URDC, URG</p>	<p>Include information in the training of PIs/line managers for the new online PDR system (completed 2017).</p> <p>Incorporate information delivered to new and senior academics in NAPs and Masterclass programmes. Completed by September 2016. 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>PDR training materials written by December 2015. Routes of communicating information and delivering guidance materials established by January 2016. Measure of success: The number of research staff completing an annual PDR in the past 12 months rising to 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. 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>3. Support and Career Development for research staff (Concordat Principles All)</p>		
<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</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>training. Enabling action: To be discussed at RSDWG and URG to determine how this can be implemented.</p>		
<p>3.2 To provide researchers with the tools to evaluate their own skills and development needs via a PDR and a PDP. Enabling action: Appropriate tools built into new online University PDR 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>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. (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>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 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>3.3 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</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. Implementation by June 2017.</p>

<p>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>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>3.4 Improve engagement and effectiveness of PDRs 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.</p>	<p>RSDWG, AVP for Research, URDC, HR, PDR Working Group</p>	<p>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 that the process was effective.</p>
<p>3.9 (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.</p>	<p>RSDWG, AVP for Research, URDC, FRSDs</p>	<p>A review of inductions delivered to research staff across The University to be reviewed by March 2016. An induction strategy and action plan to be agreed by August 2016, and implemented by October 2015. 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. (ii) Revised Induction Section in Handbook published by April 2016</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</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</p>

<p>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>and discussed at RSDWG and URG by September 2016. Strategy and Action Plans to be drawn up and implemented by February 2017. Measure of success: if implemented, by 2017, a network of Researcher Development Champions is established in each Faculty and at institutional level, including sharing of good practice.</p>
<p>5. Equality and Diversity</p>		
<p>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). Enabling Action: The URDC to obtain quarterly update reports from the E&D Unit to present at RSDWG</p>	<p>E&D Unit, HR Sub Committee</p>	<p>Measure of success: By December 2017, all STEMM Schools will hold Athena SWAN awards and/or are applying for renewal or upgrade.</p>
<p>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.</p>	<p>RSDWG, AVP for Research, URG, FRSDs, URDC</p>	<p>A strategy and plan to rollout good practice to support research staff in applying for promotion to be completed by June 2016, and implemented by November 2016. 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>6. Implementation and Review</p>		
<p>6.1 Publicise and raise awareness of The</p>	<p>RSDWG, URDC, FRSDs</p>	<p>Strategy and Action Plan for raising awareness of</p>

<p>University's Concordat Implementation Plan and progress with actions. The RSDWG to determine the best methods to achieve this objective.</p>		<p>The University's Concordat Implementation Plan amongst key stakeholders (research staff, PIS, relevant PSS staff) to be completed by September 2016. Implemented by December 2016. 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>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 Enabling action: The URDC to produce quarterly reports for review by the RSDWG</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>
<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 networks and the RSA in particular.</p>	<p>RSDWG, URDC, FRSDs, Research Staff Reps</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>

KEY:

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 – Research Staff Development Working Group

RSA – Research Staff Association

PDR – Performance & Development Review

E & D – Equality & Diversity