

University of Manchester Concordat Action Plan 2019-21 – Update at September 2021

The Research Staff Strategy Group (RSSG) chaired by the Associate Vice President Research has responsibility for oversight of the Concordat Action Plans and HR Excellence in Research Award process. Since securing the HR Excellence in Research Award in 2011, successive Concordat Action Plans have aimed at improving the support for, and development of, those whose primary responsibility is to conduct research and who are usually supported by external research grant and contract funding. This defined group, referred to throughout the report as research staff, includes research assistants, research associates and research fellows and is a diverse and fluid cohort of 1800-1900 people.

RSSG monitors the progress of the Concordat Action Plan (CAP) and works in collaboration with other groups and teams to ensure the actions are implemented. The groups and teams who are referred to throughout this update and who RSSG work with include:

Groups/Committees

AS SAT	Athena Swan Self-Assessment Team
MDCSG	Manchester Doctoral College Strategy Group
PAW WG	Postdoc Appreciation Week Working Group
RSG	Research Strategy Group
RSSG	Research Staff Strategy Group

Teams/Organisational Units

BEKE	Business Engagement and Knowledge Exchange
EDI	Equality, Diversity and Inclusion
Faculty RD	Faculty based Researcher Development
HR	Human Resources
SLD	Staff, Learning and Development
RDRD	Research Degrees and Researcher Development

Surveys and Data Sources

RSSG has used data from a range of sources to measure progress towards the Concordat Action Plan. The surveys referred to throughout this update include:

- Research staff concordat survey undertaken in June/July 2021, completed by 198 research staff.
- University pulse survey undertaken in March 2021, completed by 777 research staff.
- Research staff culture survey undertaken in March 2020, completed by 470 research staff.
- University staff survey undertaken in March 2019, completed by 1,074 research staff.

Recruitment and Selection (Principle 1) *Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.*

No.	Action and Success Measure	Update at September 2021	Lead	Status
1.	<p><i>Action:</i> 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. 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.</p> <p><i>Success measure:</i> 75% of research staff to be aware of statement by 2021.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - With input and feedback from research staff and PIs, the Statement was produced and launched in October 2019. - The Statement outlines the responsibilities of the institution, the academic-line manager and research staff themselves. The statement recommends a minimum of ten days of professional development pro rata per annum - The Statement was disseminated to research staff and PIs via various comms channels including the Associate Vice President (AVP) monthly update to all research staff, University announcements and Faculty bulletins. - The Statement is featured on the front page of the researcher development webpages and is included in the research staff handbook. - The research staff concordat survey (2021) reported that less than a third (31%) of research staff were aware of the Statement. To improve awareness, an enhanced comms plan for both research staff and PIs is included in the Concordat Action Plan (CAP) 21-23. 	RSSG and HR	Carrying forward to CAP 2021-2023 (Action 1)
2.	<p><i>Action:</i> 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.</p> <p><i>Success measure:</i> Increase in % of research staff who found the institutional induction process meaningful to match the % who found the local induction meaningful.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - Feedback from research staff and PIs contributed to the development of a PI Induction Checklist, which is promoted to line managers via Staff, Learning and Development resources for managers. - The research staff concordat survey (2021) reported that 40% of research staff found the University induction useful compared with 79% of research staff agreeing that their local induction was useful. - The 2019 staff survey reported that 37% of research staff found the University induction useful compared with 73% of research staff agreeing that their local induction was useful. - Feedback from research staff and PIs gathered via PI focus groups and research staff forums indicates that induction and new starter information needs further improvement. - An action relating to new starters information is included in the CAP 21-23. 	RSSG, HR and SLD	Carrying forward to CAP 2021-2023 (Action 10)

Recruitment and Selection (Principle 1) continued.				
3.	<p><i>Action:</i> Continue to promote University Fellowship schemes and encourage and support research staff where appropriate to apply for independent external Fellowships.</p> <p><i>Success measure:</i> Increase in number of external Fellowships awarded.</p>	<p>Completed</p> <ul style="list-style-type: none"> - The University's Presidential Fellow programme began in 2017/18 and 87 Fellows were recruited across the three Faculties. - Presidential Fellows and all research staff have access to specialist support relating to external research grant funding provided by Research Services and Strategic Funding teams, this support successfully continued online during COVID-19. - 60% of the Presidential Fellows secured external funding through individual prestigious awards such as UKRI Future Leaders, or as Co-Is on research grants. - The University's REF statement notes that the number of research fellows has increased steadily from 332 in 2013 to 456 by 2020, 355 were externally or split funded in 2020. 	RSG	Completed and part of Business as Usual
4.	<p><i>Action:</i> Work with the N8 PDRA working group to explore the sector's use of fixed term contracts.</p> <p><i>Success measure:</i> Implementation of outcomes from meetings.</p>	<p>Not Completed</p> <p>The N8 PDRA working group has not continued to meet. However, improving the research culture and environment has been a key priority for RSSG over the last two years. A research staff culture survey was undertaken in 2020, the recommendations of which have informed the strategic priorities of RSSG. The University continues to work with the wider sector to raise awareness of the impact of the research ecosystem and how research is funded on research staff. For example,</p> <ul style="list-style-type: none"> - The University's Vice President Research chairs the Russell Group PVC Research Group and contributed to the Russell Group report on Realising Our Potential: Backing Talent and Strengthening UK Research Culture. - The University is auditing its policies and practices against the Research Culture and Environment toolkit. - A research staff rep who is also a member of RSSG is a member of the UKRI Bureaucracy Review Committee. - A research staff rep who is also a member of RSSG is a member of the UK Research Staff Association. - A member of RSSG is a member of the Researchers14 group, a group which seeks to influence practice and policies which impact on research staff. 	RDRD	Part of RSSG Business as Usual

Recruitment and Selection (Principle 1) continued.

5.	<p><i>Action:</i> Continue to monitor profile of applicants to, and holders of, research posts by gender and ethnicity and take actions where necessary.</p> <p><i>Success measure:</i> Report of actions.</p>	<p>Completed</p> <ul style="list-style-type: none"> - RSSG reviews annually (November 2019 and November 2020) the equality, diversity and inclusion (EDI) profile of applicants to research posts and the EDI profile of current research staff. - RSSG noted: <ul style="list-style-type: none"> o In terms of staff profile, the loss of Black, Asian and Minority Ethnic Staff through the research career pipeline. o In terms of recruitment data, Black, Asian and Minority Ethnic candidates were less likely to be shortlisted than white candidates. - To explore and address the noted inequalities in the research lifecycle, the University has secured funding from Wellcome to create an Inclusive Research programme, this is led by a member of RSSG. Actions related to the Inclusive Research programme are included in the CAP 21-23. - Members of RSSG provided feedback on the revised Unconscious Bias training module, which was refreshed in July 2020 and is now compulsory for all members of recruitment and selection panels. 	HR, EDI and RSSG	Carrying forward to CAP 2021-2023 (Actions 4 and 5)
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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.	<p><i>Action:</i> 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> <p><i>Success measure:</i> Increase in % of research staff agreeing that the P&DR process is effective (82% in 2019 staff survey).</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - An online ‘Getting the Most out of Your P&DR’ module was completed in April 2021 and promoted via the AVP monthly email update to all research staff. - An online P&DR resource for PIs was completed in September 2021. - The research staff concordat survey (2021) found that there was no increase, from 82% in 2019, in the percentage of research staff who found their P&DR useful. This result may reflect that the P&DR modules, which have recently been launched, are yet to have an impact combined with the increased uncertainty research staff have experienced as a result of COVID-19. - A question about the usefulness of the P&DR process will be included in the University wide staff survey in 2022 and will continue to be monitored by RSSG. 	SLD and Faculty RD	Part of RSSG Business as Usual
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Recognition and Value (Principle 2) continued.				
7.	<p><i>Action:</i> 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.</p> <p><i>Success measures:</i> Data on research staff promotion applications, increase in attendance at promotion workshops.</p>	<p>Completed</p> <ul style="list-style-type: none"> - The research staff promotions criteria were revised and promoted in September 2020. - Between 2018 and 2020, there has been a 22% increase in research staff applying for promotion to either research fellow or research associate, the research staff promotion success rate in 2020 was 57%. - Over the period 2019-2020, 115 research staff have attended either a research staff promotions workshop or received one to one promotion support. - RSSG will continue to monitor the promotions data on an annual basis. 	HR and Faculty RD	Completed and part of RSSG Business as Usual
8.	<p><i>Action:</i> Evaluate the impact of the new international conference and research collaboration funds targeted at research staff and make recommendations regarding sustainability.</p> <p><i>Success measure:</i> Number of awards and final report.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - In September 2020 to reflect the impact of COVID-19, the research staff conference fund was changed to a research staff dissemination fund. This widened the remit of the fund to include dissemination activities such as contributing to policy making and public engagement activities. Over a three-year period (2018-2021) 44 research staff conference/dissemination awards and 33 research staff collaboration awards have been made to the value of £169,426. - All research staff in receipt of an award are asked to complete an impact form and many have reported on the impact the conference/dissemination awards have had in terms of developing networks. Many of the collaboration projects are in progress and their final impact is yet to be evaluated. An interim report indicates that the funds have helped to generate proof-of-principle data for research bids, complete datasets for publications and provided experience of supervising PGRs. - Prior to the impact of COVID-19, the conference fund supported research staff to presentation at international conferences and in some cases, conference attendance was accompanied by visits to international research institutes such as the Indian Institute of Technology. - Commitment from the University has been secured for continuation of both funds. 	RSSG	Part of RSSG Business as Usual

Recognition and Value (Principle 2) continued.				
9.	<p><i>Action:</i> 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.</p> <p><i>Success measure:</i> Increase in engagement.</p>	<p>Completed</p> <ul style="list-style-type: none"> - A group of research staff reps led the University’s first involvement in Postdoc Appreciation Week in September 2019. - The UoM 2019 events and activities included a video message from the President to all research staff, promotion of postdocs work via the UoM twitter account and social events. - UoM won the 2019 Elsevier Best New Event award from the American National Postdoctoral Association and the organising team of research staff reps won a University of Manchester Making a Difference Award. - In spite of the impact of COVID-19, the University continued to take part in postdoc appreciation week in 2020. A UoM online event ‘Celebrating the Diversity of Postdocs’ was introduced by Lemn Sissay MBE and speakers covered topics such as navigating researching and parenting, the importance and beauty of diversity in academia and deconstructing the concept of disability. 163 research staff registered for the online event. - UoM research staff reps were part of the organising committee for the first UK-wide PAW events which discussed researcher’s talents and careers beyond academia. - UoM research staff reps are organising a research staff campus based outdoor event for the 2021 PAW. 	PAW WG	Completed and part of Business as Usual
10.	<p><i>Action:</i> Coordinate and deliver an annual research staff conference alternating between career development and showcasing research to encourage interdisciplinary collaborations.</p> <p><i>Success measures:</i> Sustained engagement and positive evaluation.</p>	<p>Completed</p> <ul style="list-style-type: none"> - The 2019 conference on the theme of ‘Thinking Ahead - Developing your Career’ included panel discussions on ‘research career paths’ and ‘interdisciplinary research’ and workshops on leadership, making an impact and grant funding. 182 registered. - The 2020 (online) conference on the theme of ‘Supporting Research staff through the Changing World of Research’ was opened by the University’s VP Research. Panellists from BBC, VITAE, IBM and MRC spoke about ‘what can research staff do’ and the panel on ‘perspectives on researching during a pandemic’ discussed the challenges of the previous six months. Workshops on writing, entrepreneurship, communicating in a virtual world and leadership were available. 214 registered. 	RDRD	Completed and part of Business as Usual

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.	<p>Action: 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.</p> <p>Success measure: Grant-writing programme attendees and numbers involved in research grant-writing.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - Due to COVID-19, and the resulting increased demands on research services and strategic funding teams (for example moving to online support and renegotiating research grants and contracts), it was not possible to collaborate with those teams and develop a new programme. - However, support for research staff continued and the Faculty based Researcher Development teams developed an online grant writing resource, which was launched in October 2020. The online resource is receiving an average of 1,454 unique page views annually. - At a local level organised writing retreats and the regular Shut Up and Write (SUAW) continued online. - Responding to feedback from research staff that their contribution to grant writing was not recorded nor visible if they were not a Co-I or PI, RSSG developed a grant writing contribution request form, which allows the researcher to be recognised as a member of a grant writing team, and this is visible in the researcher's public profile. 	RSG and RSSG	Part of Business as Usual
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Support and Career Development (Principles 3 & 4) continued.				
12.	<p><i>Action:</i> Develop a coaching and mentoring programme for research staff.</p> <p><i>Success measures:</i> Numbers participating, increase in % of research staff accessing mentoring and coaching.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - Research staff have access to Manchester Gold, a University wide mentoring programme and can also request coaching. - A total of 49 research staff were mentees in Manchester Gold in 2021, an increase from 23 in 2020 and 13 research staff acted as mentors in 2021, an increase from 5 in 2020. - The Statement of Expectations and the PI induction checklist encourages PIs and research leaders to support mentoring and many local mentoring arrangements are in place. - The research staff concordat survey reported that 40% of research staff had accessed mentoring, an increase from 33% in 2019 and 21% of research staff had accessed coaching, an increase from 18% in 2019. - The University has taken part in the Wellcome funded Broadening Horizons mentoring programme which matches research staff interested in translational research with mentors outside of academia. Five research staff have benefitted from this and the scheme will run again in 2021/22. - The research staff concordat survey and feedback from research staff reps indicates there is unmet demand for mentoring. - Reviewing mentoring programmes and ensuring activities, such as arranging mentors, are included as examples of good practice for academic promotion applicants are included as actions in the CAP 2021-23. 	SLD and Faculty RD	Carrying forward to CAP 2021-23 (Action 20)
13.	<p><i>Action:</i> 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.</p> <p><i>Success measures:</i> Publication of toolkit and numbers accessing the toolkit.</p>	<p>Completed</p> <ul style="list-style-type: none"> - A PGR Supervisors' toolkit was published and promoted in January 2020. - Feedback on the toolkit was reviewed in July 2020 and two additions were made: <ul style="list-style-type: none"> o a section on Equality, Diversity and Inclusion guiding supervisors on how to ensure all aspects of their supervision is inclusive. o advice on how to identify signs of stress was added to the student support and wellbeing section. - Two additional modules on Supporting PGR Wellbeing and Mental Health sit alongside the toolkit and were made available from January 2021. - The toolkit will continue to be reviewed annually. 	MDCSG	Completed and part of Business as Usual of MDCSG

Support and Career Development (Principles 3 & 4) continued.				
14.	<p><i>Action:</i> Support PIs in their role as research leaders by promoting Leading at Manchester, Inspiring Leaders and other relevant courses.</p> <p><i>Success measures:</i> Sustained high levels of research staff agreeing with statements 'my line manager helps me develop in my role' and 'my line manager gives me recognition for work done well'.</p>	<p>Partially Completed</p> <p>All leading and management programmes moved to online delivery from March 2020 onwards.</p> <ul style="list-style-type: none"> - All staff including research staff have access to online self-development platforms (LinkedIn Learning) and resources have been curated into collections. - The research staff concordat survey (2021) reported that 75% of research staff agreed 'my line manager helps me develop in my role' (82% in 2019 survey) and 86% agreed 'my line manager gives me recognition for work done well' (89% in 2019 survey). - Feedback from PIs indicates that more support is needed for leading research teams and this is included as an action in the CAP 21-23. 	SLD and RSSG	Carrying forward to CAP 2021-2023 (Actions 11 and 23)
15.	<p><i>Action:</i> Work with PIs to pilot tools on 'how to talk about careers' developed by the PROSPER/Research England funded project.</p> <p><i>Success measure:</i> Target of 70% of research staff feel that P&DR discussions focussed their career aspirations</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - UoM is a partner in the Prosper project, the project is piloting a new approach to career development to support postdocs to thrive in multiple career pathways. A research staff developer who was appointed in April 2020 facilitates UoM's involvement in the Prosper project. - Recognising the key role that PIs play in postdocs' career development the project launched a PI network for PIs to share and evolve best practice in postdoc career development. UoM hosted a PI network in April 2021 on the theme of 'managing postdocs – lessons from the pandemic.' There were 39 attendees at the network including 15 from UoM and 11 UoM PIs attended the November 2020 PI network meeting. - Five UoM PIs have contributed case studies for the Prosper portal. - Since July 2021, UoM PIs have had access to the full set of PI resources on the Prosper portal. - The research staff concordat survey (2021) reported that 66% of research staff had had a conversation with their PI/line manager about their career aspirations. - To inform discussions about support for PIs, three PI focus groups (25 attendees) were held across the three Faculties, this indicated that additional guidance for PIs is needed and this is included in the CAP 21-23. 	SLD and RSSG	Carrying forward to CAP 2021-23 (Actions 11 and 22)

Support and Career Development (Principles 3 & 4) continued.				
16.	<p><i>Action:</i> 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 research staff to engage with industry.</p> <p><i>Success measures:</i> Increase in % of research staff who report in the USS that they have had the opportunity to collaborate in research with business (currently 32%) and two RS training courses per annum.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - Due to COVID-19, the move to remote working and the increased demands on BEKE teams in relation to managing existing research contracts, work with the BEKE team was not progressed. - However, Faculty based Researcher Development teams continued to host online monthly business engagement workshops, average attendance for the monthly sessions in 2020/21 was 16. - Opportunities to secure industry collaboration funding via Research Councils (Impact Acceleration Accounts and Proximity to Discovery accounts and Flexible Talent Mobility accounts) and Charities (Wellcome Translation Manchester fund) are promoted. - The research staff concordat survey (2021) reported that 44% of research staff had engaged or collaborated with non-academic partners including industry, policy makers and charities. 	BEKE	Part of Business as Usual
Research staff responsibilities (Principle 5) <i>Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.</i>				
17.	<p><i>Action:</i> 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.</p> <p><i>Success measure:</i> Monitor issues & discuss annually at RSSG and take actions. Increase in % of research staff spending 10 days on training and development from 12% to aim for 25% by 2021.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - In response to feedback from research staff reps, RSSG developed a 'what is professional development' document to highlight the broad range of activities and opportunities that constitute professional development. - The research staff concordat survey (2021) reported that 18% of research staff had spent at least 10 days on training and development, an increase from 12% in 2019. - Feedback from PIs indicates that examples and case studies of professional development would be helpful and this is included as an action in the CAP 2021-23. 	RSSG and Research Staff Forums	Carrying forward to CAP 2021-23 (Action 16)

Research staff responsibilities (Principle 5) continued.				
18.	<p><i>Action:</i> Provide guidance on research staff involvement in teaching, provide teaching opportunities and training to research staff.</p> <p><i>Success measures:</i> Agreed guidance on research staff involvement in teaching and numbers attending training.</p>	<p>Completed</p> <ul style="list-style-type: none"> - The impact of COVID-19 led to increased demand for research staff to teach and this was accompanied by an increased interest in teaching from research staff. - To ensure clarity for research staff who want to teach, two Faculties (Biology, Medicine and Health and Humanities) developed guidance documents outlining expectations, and signposting to training, support and accreditation opportunities. - During COVID-19, all research staff had access to training and resources to support the move to online teaching. - In 2019/20, 72 research staff registered for the Teaching for Research staff programme and this increased to 115 for 2020/21. - Research staff were able to make use of their teaching experience in applications for Leadership in Education Awards Programme (LEAP) accreditation. The number of research staff securing LEAP Fellowship accreditation more than doubled from 29 in 2019/20 to 62 by 2020/21. 	RSSG and Faculty RD	Completed and Part of Business as Usual
19.	<p><i>Action:</i> Encourage research staff involvement in social responsibility activities, including public engagement.</p> <p><i>Success measure:</i> Regular showcasing of research staff engaged in public engagement and social responsibility highlighted on researcher development webpages and at research staff events.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - Information about public engagement and social responsibility training and opportunities such as the Brilliant Club are shared via the AVP monthly update. - The research staff excellence awards included both an impact and contribution to environment category. In 2020 award winners, including a researcher who had developed online advice sessions to support parents of children with Down Syndrome during the pandemic, were showcased via Faculty bulletins and on researcher development webpages. 	RSSG	Part of Business as Usual

Research staff responsibilities (Principle 5) continued.

<p>20.</p>	<p><i>Action:</i> Define and agree role of research staff rep; provide research staff rep training; facilitate rep networks; make University wide recommendations re research staff representation. <i>Success measure:</i> Agreed role specification. Target of two research staff rep training sessions per annum. Report on research staff representation on key groups and University-level committees.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - The Faculty Researcher Development teams agreed a common role specification and description for the role of research staff rep in 2019. - Active bystander training was made available to all reps in December 2019; a second follow up session was delayed because of COVID-19. - Throughout COVID-19, the research staff reps and research staff forums have been supported by the Faculty Researcher Development teams and have been an excellent channel through which to receive feedback on issues of concern to research staff. The Faculty of Biology, Medicine and Health research staff reps received the RSSG award for Best Outstanding Contribution to the Research Environment in recognition of the role they played in connecting research staff during COVID-19. - At University level, research staff reps are members of the Research Staff Strategy Group and the Researcher Development Group and research staff are represented at Faculty and School Research Groups and Committees. 	<p>RSSG, Faculty RD and Research Staff Forums</p>	<p>Completed and Part of RSSG Business as Usual</p>
<p>21.</p>	<p><i>Action:</i> Implement and deliver the institution’s Athena SWAN Bronze award actions relating to research staff. <i>Success measure:</i> Increase in number of silver awards and contribute to silver award action plans.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - Alignment with the work of the Athena SWAN activities is ensured via overlapping membership between RSSG and the Athena SWAN Self-Assessment Team ensuring research staff experiences are represented. - Three Schools in Biology, Medicine and Health hold Silver awards. Science and Engineering are preparing to submit their first Athena SWAN Silver applications for their two Schools, following the 2019 Faculty restructure. Three Schools in Humanities hold Bronze awards. 	<p>AS SAT</p>	<p>Remit of EDI Governance Group, membership includes Vice President Research</p>
<p>22.</p>	<p><i>Action:</i> 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. <i>Success measure:</i> Implement REC Mark actions relating to research staff. Ensure research staff are represented in the Disability Standard self-assessment team.</p>	<p>Not Completed</p> <ul style="list-style-type: none"> - UoM is one of 17 institutions to hold the Race Equality Charter (REC) Mark (Bronze Award). The REC Mark submission included an action to include unconscious bias (UB) observers on promotion panels; this was replaced by the requirement for all staff on recruitment and selection panels to complete the new UB training module, which research staff reviewed. - The Disability Standard self-assessment teams have not reconvened following the move to remote working in March 2020. - RSSG recognises that communication channels between the University staff networks coordinated by the EDI teams and RSSG could be improved and this is reflected in the CAP 2021-23. 	<p>RSSG, EDI</p>	<p>Remit of EDI Governance Group, membership includes Vice President Research and also in CAP 2021-23 (Action 7).</p>

Research staff responsibilities (Principle 5) continued.				
23.	<p><i>Action:</i> Identify and implement Unconscious Bias (UB) observers on research staff promotion panels.</p> <p><i>Success measure:</i> Numbers attending UB training.</p>	<p>Completed</p> <ul style="list-style-type: none"> - A new Unconscious Bias training module was launched in July 2020. - To date 2766 members of staff have completed the module. - The action ensuring UB observers on panels was replaced by the requirement for all staff on recruitment and selection panels to complete the new module. 	EDI	Completed
24.	<p><i>Action:</i> Evaluate the pilot Inclusive Advocacy programme - established to support the career advancement of Black, Asian and Minority Ethnic (BAME) research staff.</p> <p><i>Success measure:</i> Number of advocates, number of attendees on the programme and impact of the programme on attendees.</p>	<p>Partially Completed</p> <ul style="list-style-type: none"> - 15 advocates (senior research leaders) and 15 participants (early career Black and Minority Ethnic research staff) were successfully paired for the pilot Inclusive Advocacy Programme a 12-month programme within the Faculty of Biology, Medicine and Health. - Pairings were expected to meet 5 times over the year. All received face-to-face training exploring bias, privilege and data showing current inequalities in research careers. - All participants were also given access to an inclusive advocacy toolkit. - Longer-term evaluation is being carried out with planned expansion of the scheme across all three Faculties in autumn 2021 as part of the Wellcome Inclusive Research programme. - Actions relating to the Inclusive Research Programme have been included in the CAP 2021-23. 	EDI	Carrying forward to CAP 2021-23 (Actions 4 and 5)
25.	<p><i>Action:</i> 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.</p> <p><i>Success measure:</i> Review of detailed work plan.</p>	<p>Completed</p> <ul style="list-style-type: none"> - RSSG meet every two months to discuss all matters relating to the professional and career development of research staff and this includes receiving regular updates on the Concordat. - In addition to receiving progress updates on the CAP 2019-21 RSSG has also discussed a wide range of issues including: <ul style="list-style-type: none"> - Gap analysis and Institutional commitment in relation to the new Researcher Development Concordat - COVID-19 and support for research staff including FAQs and online training and development resources - Research staff culture survey, Research staff excellence awards and research staff conference/dissemination and collaboration funds. 	RSSG	Completed and part of RSSG Business as Usual

Research staff responsibilities (Principle 5) continued.				
26.	<p><i>Action:</i> Monitor staff survey (and replacement for staff survey) results and enhance engagement with research staff to better understand issues raised in the survey.</p> <p><i>Success measure:</i> Research Staff Survey Action Plan.</p>	<p>Completed</p> <ul style="list-style-type: none"> - Members of RSSG analysed the 2019 staff survey findings and developed a research staff action plan, which included actions to improve the recognition and visibility of research staff, for example, the introduction of the Research Staff Excellence awards. - The 2021 University wide staff survey was replaced with an all staff pulse survey, the results were analysed by staff group including research staff. - RSSG discussed the research staff pulse survey results and noted that whilst the results were broadly in line with other staff groups there were concerns about the low proportion of research staff who feel comfortable about raising mental health concerns at work. An action relating to mental health and wellbeing has been included in the CAP 2021-23. - RSSG have secured agreement that the 2022 University staff survey will include research staff specific questions, these will include questions from the CEDARS survey and from the University's research culture survey. 	RSSG	Completed and part of RSSG Business as Usual
27.	<p><i>Action:</i> 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.</p> <p><i>Success measure:</i> Feedback received.</p>	<p>Completed</p> <ul style="list-style-type: none"> - Active research staff forums and a network of research staff reps exist in the two Faculties with the largest concentration of research staff (Biology, Medicine and Health and Science and Engineering). - The forums continued to meet online during COVID-19; many informal networking online channels developed during COVID-19 and these were shared with other research staff via the monthly AVP email update. - Feedback from the forums to RSSG led to changes to the COVID-19 FAQs for research staff and the holding of open meetings for research staff during COVID-19. - An open meeting was held for all research staff to contribute to discussions about the Concordat Action Plan 2021-23. - Online tools such as padlet have been used to capture feedback about the CAP 2021-23. 	RDRD and Faculty RD	Completed and part of RSSG Business as Usual