

<b>Institution name:</b>	<b>The University of Manchester</b>	<b>The institutional audience* for this action plan includes:</b>		
<b>Cohort number:</b>	<b>3</b>	<b>Audience (beneficiaries of the action plan)</b>	<b>Number of</b>	<b>Comments</b>
<b>Date of submission:</b>	<b>24-Sep-21</b>	Research staff	1,803	Research staff are based across three Faculties - Biology, Medicine and Health (864), Humanities (201), Science and Engineering (738). Within the research staff group there are a wide range of job roles from research assistants to postdocs to research fellows, within the latter group some are independently funded. The three main categories are research assistants (usually pre PhD) -128, research associates (includes postdocs) - 1190 and research fellows - 485.  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. The groups and teams that RSSG work in collaboration with and referred to in this Action Plan include: EDI - Equality, Diversity and Inclusion HR - Human Resources RDRD - Research Degrees and Researcher Development RGEI - Research Governance, Ethics and Integrity RSG - Research Strategy Group SLD - Staff Learning and Development.
<b>Institutional context:</b>	<p>The University employs more than 12,500 academic and professional services staff based across three large multidisciplinary Faculties (Biology, Medicine and Health, Humanities, Science and Engineering). The main group of staff within the remit of the Concordat Action Plan are 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 this plan as research staff, includes research assistants, research associates/postdocs and research fellows and is a diverse and fluid cohort of 1800 to 1900.</p> <p>The University recognises that our research staff make a significant contribution to its research and teaching ambitions. In January 2020, the University launched a new vision and strategic plan, Our Future, which includes an explicit commitment to supporting research staff within the research and discovery goal, stating that the University will 'provide a creative, ambitious and supportive environment in which research staff at every stage can develop into and thrive as leaders in their chosen field'.</p>	Postgraduate research staff	NA	
		Research and teaching staff	NA	
		Teaching-only staff	NA	
		Technicians	NA	
		Clinicians	NA	
		Professional support staff	NA	
		Other (please provide numbers and details):	NA	

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
<b>Environment and Culture</b>							
<b>Institutions must:</b>							
ECI1	Ensure that all relevant staff are aware of the Concordat	<b>Action 1</b> - Enhance and develop the current research staff comms plan and strategy to include (i) a twice yearly report from the Research Staff Strategy Group (RSSG) to Faculty and School Research Groups/Committees and (ii) a twice yearly RSSG newsletter for both PIs and research staff.	Increase by a third % of research staff aware of the Concordat from 46% (research staff concordat survey 2021) to 61% by 2023.	Nov-21	Research Staff Strategy Group (RSSG)		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	<b>Action 2</b> - Work with HR colleagues to update the policies section of the online Research Staff Handbook and promote the updated Handbook via the new PI and Research Staff (RS) newsletter.	Increase by a third use of the online handbook from an average of 386 users and 998 page views per month (July 2020 to June 2021) to an average of 513 users and 1327 views per month by July 2023.	Jul-22 Jul-23	RSSG and HR		
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	<b>Action 3</b> - A University wide Group is being established to increase awareness of wellbeing and mental health support and to increase confidence in using these services; a 24-hour Employee Assistance Programme with the option of face-to-face support is being prioritised. Research staff representation will be included in this Group and this work will be promoted via the PI and RS newsletter.	Increase by a third % of research staff who agree 'the University offers adequate wellbeing support' from 46% (researcher staff concordat survey 2021) to 61% by 2023 and % who agree 'they would feel confident to raise poor mental health at work' from 47% (University pulse survey 2021) to 63% by 2023.	Ongoing	HR		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	<b>Action 4</b> - Develop active bystander, contextualised in research, training (as part of the Wellcome/UoM funded Inclusive Research programme) and make available to all research staff.  <b>Action 5</b> - Develop an inclusive researcher toolkit to explore biases and inequalities throughout the research lifecycle and look at best practices to ensure future research and innovation is accessible (part of the Wellcome/UoM funded Inclusive Research programme).	Report on number of research staff who complete active bystander training and the % of research staff who complete the active bystander training feel confident to 'intervene'.  Increase by a third % of research staff who feel concerns about bullying, harassment and discrimination would be acted on from 42% (research staff concordat survey 2021) to 56% by 2023.	Jan-23  Mar-23	RSSG and Equality, Diversity and Inclusion (EDI) Team		
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	<b>Action 6</b> - Work with the Research Governance, Ethics and Integrity (RGEI) team to embed a Research Integrity section into the PI toolkit (see Action 11).	Increase by a third % of research staff agreeing 'I feel confident University would listen and take action if I raised a concern in relation to research misconduct' from 48% (research staff culture survey 2020) to 64% by 2023.	Sep-23	RSSG and Research Governance, Ethics and Integrity (RGEI) Team		
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	<b>Action 7</b> - RSSG will continue to reflectively evaluate activity to enhance the research environment and culture by (i) Ensuring future University wide staff surveys include questions relating to research environment and culture (ii) Hosting twice-yearly open meetings and Faculty based research staff forums for research staff (iii) Monitoring the progress being made towards the Concordat Acton Plan (iv) Improving communication channels between RSSG and the existing staff networks coordinated by the EDI team. Feedback from the staff survey, research staff open meetings and research staff reps will inform the actions and priorities of RSSG.  <b>Action 8</b> - Promote a refreshed University Statement of Research Expectations, which aims to embed improved practices in relation to research culture and collegiality.	Increase by a third % of research staff who feel valued and recognised from 53% (University pulse survey 2021) to 70% by 2023.  RSSG, on an annual basis, will have an agreed set of actions and priorities which are reported on at each meeting of RSSG.  Target of 75% (in University wide staff survey) of research staff and academics agreeing 'the University encourages a positive research culture'.	Ongoing  Nov-21, Nov-22  Sep-22	RSSG and Research Strategy Group (RSG)		

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<b>Environment and Culture</b>								
<b>Funders must:</b>								
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies							
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers							
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions							
<b>Managers of research staff must:</b>								
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	See Actions 4 and 5.	Maintain, amongst academic staff, a high proportion (95%) agreeing that they have a clear understanding about expected standards of behaviour as measured in the University wide staff survey.	Sep-23	RSSG			
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	See Action 6.	Maintain, amongst research staff, a high level (77%) of awareness of the University's code of good research conduct (research staff culture survey 2020).	Sep-23	RSSG			
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	See Actions 3, 4, 5 and 6.	Increase by a third % of research staff who agree 'they would feel confident to raise poor mental health at work' from 47% (University pulse survey 2021) to 63% by 2023.  Increase by a third % of research staff who feel concerns about bullying, harassment and discrimination would be acted on from 42% (research staff concordat survey 2021) to 56% by 2023.	Sep-23	RSSG			
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	All staff at the University can request to work flexibly from day one of their employment. Additionally, the amount of time that staff may request a temporary change to their working patterns has been extended from one month to three months. Managers have access, via the Managers Essentials webpages, to information and resources on how to manage flexible working and flexible working requests.	Not applicable					
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Managers of research staff/PIs engage in research groups and committees at School, Faculty and University level.	Not applicable					
<b>Research staff must:</b>								
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	The research staff reps contribute to a positive research culture and environment and are an excellent channel through which to receive feedback on issues of concern to research staff. During COVID-19 the research staff reps played a crucial role in connecting research staff by organising virtual events, taking part in campus re-opening groups and organising forums with senior leaders.	Not applicable					
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	See Actions 4 and 5.	Maintain, amongst research staff, a high level (77%) of awareness of the University's code of good research conduct (research staff culture survey 2020).	Sep-23	RSSG			
ECR3	Take positive action towards maintaining their wellbeing and mental health	See Action 3.	Increase by a third % of research staff who agree 'the University offers adequate wellbeing support' from 46% (researcher staff concordat survey 2021) to 61% by 2023.	Sep-23	RSSG			
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	See Actions 4, 5 and 6.	Increase by a third % of research staff agreeing 'I feel confident University would listen and take action if I raised a concern in relation to research misconduct' from 48% (research staff culture survey 2020) to 64% by 2023.	Sep-23	RSSG			
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	At University level, research staff reps are members of the Research Staff Strategy Group and research staff are represented at Faculty and School Research Groups and committees. Externally, research staff have played a leading role in organising national postdoc appreciation week activities and are members of the UKRI Bureaucracy Review Committee and the UK Research Staff Association.	Not applicable					

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<b>Employment</b>								
<b>Institutions must:</b>								
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	<b>Action 9</b> - Ensure research staff applying for internal jobs and internal promotion receive effective feedback if unsuccessful.	Positive feedback received from research staff forums and research staff reps.	Sep-23	HR and RSSG			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	<b>Action 10</b> - Develop a 'starter pack' for all new research assistants, associates and fellows including reference to the Concordat, ten days professional development and the online RS handbook.	Increase by a third % of research staff aware of the Researcher Development Concordat from 46% (research staff concordat survey 2021) to 61% by 2023. Double % of research staff undertaking at least 'ten days' from 18% (research staff concordat survey 2021) to 36% by 2023.	Sep-23	RSSG and HR			
E13	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	The promotions criteria for research staff align with academic promotions criteria. Research assistants and associates have the opportunity to apply for promotion irrespective of their source of funding. The RSSG Excellence Awards were introduced in 2020 to recognise the wide ranging achievements of research staff.	Not applicable					
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	<b>Action 11</b> - Develop a PI Toolkit to support PIs in their role as managers of research staff.	Target of 50% of PIs accessing the PI toolkit measured using website analytics.	Sep-22	Research Degrees and Researcher Development Team (RDRD)			
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	<b>Action 12</b> - Revise promotion panels' guidance for academic promotion panels and provide examples of good practice for academic promotion applicants to improve recognition and value given to collegiality and supporting researcher development.	Target of 75% of research staff and academics agreeing with the statement 'the University encourages a positive research culture' in the staff survey.	Sep-22	RSSG			
E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	<b>Action 13</b> - Recommend to PIs (via the PI toolkit) that wherever possible and where funders' terms and conditions permit advertised research posts are for a minimum duration of two years.  <b>Action 14</b> - Automate the move of research staff who have four years continuous service to open ended contracts.	Fewer research staff on contracts of less than two years duration in 2023 in comparison with 2021.  All eligible research staff are on an open-ended contract.	Sep-23  Nov-21	RDRD, RSSG and HR			
E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	School, Faculty and University wide Research Groups and Committees include representation from managers of research staff/PIs and research staff.	Not applicable					
<b>Funders must:</b>								
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies							
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security							
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression							
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels							

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<b>Employment</b>								
<b>Managers of research staff must:</b>								
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	See Action 11.	Target of 50% of PIs accessing the PI toolkit measured using website analytics.	Sep-23	RDRD			
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	See Action 11.	Increase the % of academic staff agreeing that 'they have the information they need to do their job well' from 77% in 2019 to 85% by 2023 (University wide staff survey).	Sep-23	RDRD			
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	See Action 9 and 12.	Annual increase in number of research staff promotion applications from 44 in 2020.	May-22 May-23	RSSG			
EM4	Actively engage in regular constructive performance management with their researchers	See Action 11.	Increase by a third % of research staff having a P&DR from 53% (research staff concordat survey 2021) to 70% by 2023.	Sep-23	RDRD			
EM5	Engage with opportunities to contribute to relevant policy development within their institution	School, Faculty and University wide Research Groups and Committees include representation from managers of research staff/PIs.	Not applicable					
<b>Research staff must:</b>								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	<b>Action 15</b> - Develop an online resource on research finance and funding and include in research staff handbook.	Increase by a third use of online handbook from an average of 386 users and 998 page views per month (July 2020 to June 2021) to an average of 513 users and 1327 views per month by 2023.	Jul-22	RDRD			
ER2	Understand their reporting obligations and responsibilities	See Action 15.	Maintain, amongst research staff, a high level (91%) of research staff agreeing 'I have a clear understanding about what I am expected to achieve in my job' (University wide staff survey).	Sep-23	RDRD			
ER3	Positively engage with performance management discussions and reviews with their managers	Research staff have the opportunity to take part in the annual performance and development review process and a resource specifically aimed at helping research staff to make the most of the P&DR process is available.	Not applicable					
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Active research staff reps and research staff forums are in place and there is research staff representation at School, Faculty and University level groups and committees.	Not applicable					

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<b>Professional and Career Development</b>								
<b>Institutions must:</b>								
PCDI1	Provide opportunities, structured support, encouragement and time for research staff to engage in a minimum of 10 days professional development pro rata per year, recognising that research staff will pursue careers across a wide range of employment sectors	<b>Action 16</b> - Develop 'what is professional development' into a living document, expanding to include case studies and promote to research staff and PIs.	Increase in % of research staff who agree 'my PI/line manager helps me develop in my role' from 75% in 2021 (research staff concordat survey 2021) to 85% by 2023.	May-22	RDRD and RSSG			
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their research staff	<b>Action 17</b> - Embed within the PI toolkit (see Action 11) guidance on having careers conversations.	Increase by a third % of research staff having a P&DR from 53% (research staff concordat survey 2021) to 70% by 2023 and % agreeing P&DR is useful from 68% (research staff concordat survey 2021) to 85% by 2023.	Feb-22	RDRD			
PCDI3	Ensure that research staff have access to professional advice on career management, across a breadth of careers	<b>Action 18</b> - Refresh careers guidance to include guidance on developing a UKRI Narrative CV and Royal Society Resume for research staff and develop an online career development plan for research staff to record their portfolio of activity.	Positive evaluation and feedback on careers resources and guidance collected via research staff forums and research staff reps.	Jul-22	RSSG			
PCDI4	Provide research staff with opportunities, and time, to develop their research identity and broader leadership skills	<b>Action 19</b> - Expand Leading@Manchester for Presidential Fellows to all research fellows.	All Fellows offered the opportunity to participate in the Leading@Manchester for Fellows programme and report on the % of 'Fellows' participating in Leading@Manchester finding it useful.	Sep-22	Staff, Learning and Development (SLD)			
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and research staff, and support opportunities for research staff to experience this	<b>Action 20</b> - Review mentoring schemes and consider introduction of a Fellows mentoring programme which includes mentors outside of academia.	Increase by a third % of research staff who have accessed mentoring from 40% in 2021 (research staff concordat survey 2021) to 53% by 2023.	Jul-23	RSSG			
PCDI6	Monitor, and report on, the engagement of research staff and their managers with professional development activities, and researcher career development reviews	<b>Action 21</b> - Ensure the University's new Learning Management System (LMS) can report on the professional development activity of research staff.	Development of an effective LMS. Annual report to RSSG on training and development activity of research staff.	Sep-22	RSSG, HR, SLD			
<b>Funders must:</b>								
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include research staff engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning							
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes							
PCDF3	Acknowledge that a large proportion of the research staff they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit							

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<b>Professional and Career Development</b>								
<b>Managers of research staff must:</b>								
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	<b>Action 22</b> - Ensure Prosper Portal Resources for PIs are promoted and used. See also Action 17.	Website analytics showing use of Prosper Portal by UoM PIs. Consistent participation of UoM PIs in Prosper PI Network.	Nov-22	RDRD			
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	See Actions 17, 20 and 22.	Increase in % of research staff who agree 'my PI/line manager helps me develop in my role' from 75% in 2021 (research staff concordat survey 2021) to 85% by 2023.	Sep-23	RDRD			
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting research staff to balance the delivery of their research and their own professional development	See Action 11.	Double % of research staff undertaking at least 'ten days' professional and career development activity from 18% (research staff concordat survey 2021) to 36% by 2023.	Sep-23	RSSG			
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	See Actions 11, 12, 17, 19 and 20.	Target of 50% of PIs accessing the PI toolkit measured using website analytics.  Increase by a third % of research staff who agree 'I feel valued and recognised for the work I do' from 53% in 2021 (University pulse survey 2021) to 70% by 2023.	Sep-23  Sep-23	RDRD  RSSG			
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	<b>Action 23</b> - Embed PI leadership training in the Leading@Manchester staff development programme.	Increase % of research staff who agree 'my PI helps me develop in my role' from 75% in 2021 (research staff concordat survey 2021) to 85% by 2023.	Jun-22	RSSG			
<b>Research staff must:</b>								
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	<b>Action 24</b> - Promote Prosper Portal to all research staff and recruit 25 postdocs to Prosper cohort to test and evaluate the Prosper tools.	Website analytics showing use of Prosper Portal by UoM research staff. Target of 50-75 applications to Prosper cohort.	Feb-22	RDRD			
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	See Actions 16, 18, 20 and 24.	Increase by a third % of research staff who have accessed mentoring from 40% in 2021 (research staff concordat survey 2021) to 53% by 2023. A range of examples of research staff engaging in secondments showcased on researcher development webpages.	Jul-22  Jul-23	RSSG  RDRD			
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	See Action 18 and 21.	Positive evaluation and feedback from research staff on careers resources and guidance.	Jul-22	RSSG			
PCDR4	Positively engage in career development reviews with their managers	Research staff have the opportunity to take part in the annual performance and development review process and a resource specifically aimed at helping research staff to make the most of the P&DR process is available. The resource and the value of the P&DR process will continue to be promoted to research staff.	Not applicable					
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	<b>Action 25</b> - Support research staff to apply for UKCGE accreditation as a Recognised Associate Supervisor. Also See Action 18.	Target of 10 applications per year from research staff involved in PGR supervision.	Jun-23	RDRD			
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Research staff can secure industry collaboration funding via Research Council funds (for example Impact Acceleration Account), engage with the training, events and opportunities delivered by Policy@Manchester, access public engagement training and opportunities and attend entrepreneurship training delivered by the Masood Enterprise Centre.	Not applicable					

\* The Concordat defines research staff as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral research staff, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate research staff; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.