HREiR Action Plan 2021-23

MANCHESTER 1824
The University of Manchester

hr
HR EXCELLENCE IN RESEARCH

Institution name:	The University of Manchester
Cohort number:	3
Date of submission:	24-Sep-21

Institutional context:
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 to1900.
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'.

The institutional audience* for this action plan includes:

Audience (beneficiaries of the action plan)	Number of
Research staff	1,803
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

Comments
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.

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Environment and Culture								
Institutions must:								
ECI1	Ensure that all relevant staff are aware of the Concordat	**Action 1** - 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)	(i) Partially completed: Minutes of each RSSG meeting are shared with school research directors to cascade information quickly. Annual report from RSSG for activities undertaken 2022-23 sent to faculty and school research groups/ committees July 2023. (ii) Partially completed: a RSSG newsletter sent to all research staff and PIs summer 2023 including important updates and policies, and outcomes of the Research Staff survey. Monthly emails to all research staff from the AVP (Associate Vice President for research) have continued throughout the award period including important updates and development opportunities. **Success measure achieved:** 62% of research staff aware of the Concordat (Researcher Development and Concordat Survey 2023, hereafter 'Research Staff Survey 2023')	Carried forward as 'forward looking action 1'	
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	**Action 2** - 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	Research staff handbook updated on an ongoing basis. Handbook promoted via monthly AVP emails and in newsletter. **Success measure not met:** Website analytics shows 30 users and 73 views of the Research Staff Handbook in July 2023, significantly below the target. Contributing factors may be that the location of the Handbook on the website has changed and the new location and/ or promotion of this Handbook is sub-optimal. Website Analytics were set up on the new location in May 2023, so current usage data is only available in full for the summer months (June to August) which again may impact the average users and views over a full year.	Carried forward as 'forward looking action 2'	
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	**Action 3** - 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	A joint staff and student Mental Health and Wellbeing Advisory group established in November 2021 and meets on a quarterly basis. Does not currently have an active research staff representative but one will be added to the membership for 2023-24 academic year. Employee Assistance Programme established 2021 and available to all staff. Includes up to 6 sessions on structured counselling and is supported by a wellbeing hub which provides health and wellbeing information. **Success measure 1 percentage point (pp) below target:** 60% of research staff agree the University provides adequate wellbeing support (Research Staff Survey 2023) **Success measure achieved:** 57% of research staff agree that they would feel confident to raise poor mental health at work (Research Staff Survey 2023)	Complete	

ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	**Action 4** - Develop active bystander, contextualised in research, training (as part of the Wellcome/UoM funded Inclusive Research programme) and make available to all research staff. **Action 5** - 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	**Action 4:** Online active bystander training course developed including case studies contextualised in research. Delivered online learning blended module plus live workshop for researchers and research related staff – pilot delivered with University research staff representatives and Royce Research Institute and programme being rolled out to all staff by EDI team and Research Development going forward. 116 research staff reported completed active bystander training (Research Staff Survey 2023) **Success measure achieved:** 68% of research staff who have completed training feel 'confident' or 'very confident' to intervene (Research Staff Survey 2023) **Action 5:** Action adapted as several EDI toolkits/resources released by other funders and HE's in the sector e.g. University of Manchester Lifelong Learning Inclusive Research course and NIHR Research Design Service EDI toolkit. Online Course "EDI in Research and Innovation" created and will be supplemented with contextualised co-created resources through a series of workshops including inclusive supervision series and inclusive leadership seminars/workshops, gender equality within the research lifecycle and applied sessions to embed gender equality within projects for ECRs. Inclusive supervision and gender equity in research and innovation piloted (80 attendees in 2023). Project ongoing to curate resources for University researchers at all levels expected Autumn '23 **Success measure achieved:** 60% of research staff feel concerns about bullying, harassment and discrimination would be acted on (Research Staff Survey 2023)	Carried forward looking actions 8 and 9'
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	**Action 6** - 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	PI toolkit in final stages of development and will be published in Autumn 2023. This includes a section on 'good research practice' which outlines PIs responsibilities in terms of research integrity and research misconduct and advice and guidance on developing and maintain a culture of research integrity. **Success measure achieved:** 65% of research staff agree 'I feel confident University would listen and take action if I raised a concern in relation to research misconduct' (Research Staff Survey 2023)	Carried forward as 'forward looking action 3'
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	**Action 7** - 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. **Action 8** - 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)	**Action 7** (i) The University wide all staff survey includes questions on research environment and culture, as well as questions from the Athena Swan question set. Bespoke research staff survey in June/ July 2023 included several questions on research culture and environment. Results of both surveys directly inform priorities for RSSG. RSSG has an agreed set of actions and priorities which are discussed at each meeting. (ii) Open meeting held in July 2023, attended by 50 researchers. Researcher Development Concordat a topic for one of the monthly Researcher Development seminar series, facilitated by the AVP research and Researcher Development Manager. (iii) Progress towards Concordat Action Plan monitored at each meeting of RSSG, in annual report from RSSG to RSG and in meetings with research staff reps. (iv) Significant progress in cross-institutional working between research development team and there EDI networks including cross membership of RSSG, Athena Swan SAT, Race Equality Charter SAT (self-assessment team), and disability confidence charter mark work. Shared actions in EIR action plan (2023-26) and REC and Athena Swan submissions (both in 2023). **Success measure 4pp below target:** 66% of research staff feel valued and recognised for the work they do (Research Staff Survey 2023); however based on feedback from the open meeting, more granularity is needed in this question in the future as researchers may feel valued by their PI but not the university. **Action 8:** University Statement updated and approved March 2022, and has been promoted in AVP newsletters and announced to all-staff via StaffNet. **Success Measure achieved:** 79% of research staff agree the University encourages a positive research culture (Research Staff Survey 2023)	No further action (now business as usual)

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Environment and Culture								
Funders must:								
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							
Managers of research staff must:								
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	**Success measure 4pp below target:** 91% of research staff agree that they have a clear understanding about expected standards of behaviour (Research Staff Survey 2023)	Carried forward as 'forward looking actions 8 and 9'	
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	**Success measure achieved:** 81% of research staff have awareness of the University's code of good research conduct (Research Staff Survey 2023).	No futher action (business as usual)	
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 | **Success measure 6pp below target:** 57% of research staff agree that they would feel confident to raise poor mental health at work (Research Staff Survey 2023)

Success measure achieved: 60% of research staff feel concerns about bullying, harassment and discrimination would be acted on (Research Staff Survey 2023) | Carried forward as 'forward looking action 7 and action 4' | |
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					
Research staff must:								
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	**Success measure achieved:** 81% of research staff have awareness of the University's code of good research conduct (Research Staff Survey 2023).	No futher action (business as usual)	
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	**Success measure 1pp below target:** 60% of research staff agree the University provides adequate wellbeing support (Research Staff Survey 2023)	Carried forward as 'forward looking action 7 and action 4'	
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	**Success measure achieved:** 65% of research staff agree 'I feel confident University would listen and take action if I raised a concern in relation to research misconduct' (Research Staff Survey 2023)	No further action (business as usual)	
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					

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Employment								
Institutions must:								
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	**Action 9** - 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	University wide policies dictate that all unsuccessful applicants for internal promotion should get feedback. The University's Recruitment and Selection Policy states that unsuccessful candidates should be provided feedback after an interview, and guidance is provided in the Managers Essentials online recruitment guidance available on StaffNet. Recruiting managers are also provided guidance notes on 'How to provide feedback to unsuccessful candidates' via the Managers Essentials. The PI toolkit 'recruitment' sections offers research context specific guidance on providing feedback to unsuccessful candidates, including 'top tips' and guidance from current PIs. 41% of research staff who unsuccessfully applied for promotion reported having received feedback (Research Staff Survey 2023)	Carried forward as part of 'forward looking action 3'	
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	**Action 10** - 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	Starter pack for all new research staff part of Research Staff Handbook available online. **Success measure achieved:** 62% of research staff aware of the Concordat (Research Staff Survey 2023) **Success measure 21pp below target:** 15% of research staff undertook at least 'ten days' (Research Staff Survey 2023)	Carried forward as part of 'forward looking action 2 and action 17'	
EI3	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					
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	**Action 11** - 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)	PI toolkit in final stages of development and will be published in Autumn 2023. This resource has been co-created with a PI Working Group and includes a section on managing research staff . This includes guidance, advice and top tips from PIs on navigating different aspects of management, case studies and scenarios, as well as signposting to other support and reflective practice. Success measure of 50% of PIs accessing Toolkit to be carried forward.	Carried forward as 'forward looking action 3'	
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	**Action 12** - 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	Completed - document called 'Evidencing Researcher Development and Collegiality in Academic Promotions Applications' developed by RSSG and is applied university wide from 2021. **Success measure achieved:** 79% of research staff agree the University encourages a positive research culture (Research Staff Survey 2023)	No further action	
EI6	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	**Action 13** - 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. **Action 14** - 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	**Action 13** - This is included in the management and recruitment sections on the PI toolkit, which will be launched Autumn 2023. **Success measure not achieved:** on 1/08/2021 there were 551 Research posts with a projected contract duration of 2 years or less, the same figure for 1/08/2023 was 589 **Action 14** - Researchers with four years continuous service are automatically moved to a 'finite funded permanent contract' (FFPC); process in place in December 2022. These contracts are also given from day one of employment where it is known that the project or funding is in place for four years or more. When the funding expires, a FFPC will not be terminated automatically, rather from 4 months prior to the FFPC end date, the university will keep under continued review all possible alternative options for continued employment, including redeployment. **Success measure not achieved:** Data on 8th September 2023 showed that 87% of research staff with four years continuous employment were on permanent or FFPC contacts. These data suggests that this process is not yet fully automated, and employment services are investigating the individuals who have not been moved to a FFPC.	Carried forward as 'forward looking action 3, and action 16b'	
EI7	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					
Funders must:								
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							

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Employment								
Managers of research staff must:								
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	As above, PI toolkit to be launched Autumn 2023. Usage analytics success measure to be carried forward.		
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	**Success measure 5pp below target:** 80% of research staff agree they have the information they need to do their job well (Research Staff Survey 2023)	Carried forward as part of 'forward looking action 3'	
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	**Success measure not met:** there were 41 applications for research staff promotion in 2023, a slight decrease from the 2020 baseline of 44.	Carried forward as part of 'forward looking action 3'	
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	**Success measure 21pp below target:** 49% of research staff reporting having a P&DR (Research Staff Survey 2023)	Carried forward as part of 'forward looking actions 3 and 15'	
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					
Research staff must:								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	**Action 15** - 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	Deprioritised due to institutional 'finance transformation' projects. Action updated and carried over to next action plan (2023-26). **Success measure not me:** As noted in ECI2 the users and views of the online Handbook are significantly below the target (30 users and 73 views, July 2023)	Carried forward as part of 'forward looking action 3'	
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	**Success measure 8pp below target:** 83% of research staff agree 'I have a clear understanding about what I am expected to achieve in my job' (Research Staff Survey 2023)	Carried forward as part of 'forward looking action 3'	
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					

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Professional and Career Development								
Institutions must:								
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	**Action 16** - 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	What is professional development' document developed by RSSG in 2021 including a range of areas researchers can undertake as part of their 'ten days' and is available online. Reviewed and refreshed in July 2023 and referred to in the PI Toolkit to launched in Autumn 2023. **Success measure 5pp below target:** 80% of research staff agree that 'my PI/line manager helps me develop in my role' (Research Staff Survey 2023)	Carried forward as part of 'forward looking action 3 and action 17'	
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their research staff	**Action 17** - 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	The 'developing research staff' section of the PI toolkit contains detailed guidance on having career conversations with research staff, including case studies and video content of how to have these conversations. Toolkit in final stages of development and will be launched Autumn 2023. PI toolkit includes resources from Prosper on having career conversations such as hints and tips and coaching questions. **Success measure 21pp below target:** 49% of research staff reporting having a P&DR (Research Staff Survey 2023) **Success measure 12pp below target:** 73% of research staff who had a P&DR agreed it was 'useful' or 'very useful' (Research Staff Survey 2023)	Carried forward as part of 'forward looking action 3'	
PCDI3	Ensure that research staff have access to professional advice on career management, across a breadth of careers	**Action 18** - 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	Guidance on developing a narrative CV and Resume for Research have been developed and form part of the 'CV for researchers' online resource which is on the Researcher Development website and is promoted before and during all career development sessions. This will also soon be available sector-wide as part of the Prosper portal best practice section. Online career development plan has not been completed due to other areas of activity being prioritised, but Researcher Development website has support on 'what development do I currently need' including advice on getting started, creating a plan and recording training and development. Feedback on careers resources and guidance (CVs for Researchers, and Promotions for Research Staff) sought from 47 research staff reps in June-July 2023 on their usefulness and applicability, and any areas for improvement. Written feedback received from ten reps: overall very positive feedback received on the content and how it has been used by researchers. All ten said they had used, or would plan to use the resources to update their CV and apply for promotion. Specific comments include "The content of the resource is great. The information provided, combined with the examples, are very helpful" and "[this is] an excellent resource, and really enables researchers to build their promotion applications. It provides examples for the short format boxes which are superb, and makes clear which resources are available and who to talk to regarding your application."	Complete	
PCDI4	Provide research staff with opportunities, and time, to develop their research identity and broader leadership skills	**Action 19** - 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)	The Leading@Manchester for Presidential Fellows course has been reviewed and expanded and will be re-launched in Autumn 2023 as Leading for Researchers @ Manchester. This will be available to all Fellows. Two cohorts will run in 2023-24 academic year with a target of 15-20 Fellows per cohort. Comprises six modules and a total contact time of 26.5 hours.	Complete	
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	**Action 20** - 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	A review of the range of available mentoring schemes was undertaken by the Researcher Development Manager and a L&OD Partner, finding that the institutional 'Manchester Gold' mentoring scheme open to all-staff remains the best vehicle to provide mentoring support to research staff, and that a separate Fellows mentoring programme was therefore not needed at this time. Recommendations endorsed by Academic and Research Development Board June 2023. The proportionately low uptake of this scheme by research staff shows that this is a priority area for the EiR next action plan (2023-26). The Research Staff survey (June-July 2023) invited responses on barriers to participating in mentoring. **Success measure 12pp below target:** 28% of research staff reported accessing mentoring (Research Staff Survey 2023)	Carried forward as 'forward looking action 26'	
PCDI6	Monitor, and report on, the engagement of research staff and their managers with professional development activities, and researcher career development reviews	**Action 21** - 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	Project paused at institutional level; to be carried forward to next action plan.	Carried forward as 'forward looking action 20'	
Funders must:								
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							

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Professional and Career Development								
Managers of research staff must:								
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	**Action 22** - 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	The Prosper Portal launched July 2023. This has been promoted to all research staff and PIs across the institution and a series of launch events have been planned or delivered (for example launch in Postdoc Appreciation Week September 2023). Three year post of Researcher Development Officer created (started June 2023) to embed Prosper at UoM, including through delivering cohort programmes, open sessions for all research staff, and coaching. Prosper resources to be embedded and linked to throughout PI toolkit (launched Autumn 2023) and in research staff handbook. **Success measure achieved:** Prosper are not able to provide analytics on usage of prototype portal by institution. Full Portal launched July 2023. As at 1st September 2023 48 UoM postdocs had registered for the Portal. **Success measure achieved:** 58 UoM PIs attended one or more Prosper events, showing engagement in the Prosper PI Network.	Carried forward as 'forward looking action 21'	
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	**Success measure 5pp below target:** 80% of research staff agree that 'my PI/line manager helps me develop in my role' (Research Staff Survey 2023)	Carried forward as 'forward looking actions 3, 19, and 26'	
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	**Success measure 19pp below target:** 15% of research staff undertook at least 'ten days' (Research Staff Survey 2023)	Carried forward as 'forward looking actions 3 and 15)	
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	**Success measure 4pp below target:** 66% of research staff feel valued and recognised for the work they do (Research Staff Survey 2023)	Carried forward as 'forward looking actions 3, 15 and 17)	
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	**Action 23** - 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	PI leadership included in the programme Leading for Researchers @ Manchester, launched Autumn 2023. A leadership section to be added to PI toolkit later in 2023/24 academic year. **Success measure 5pp below target:** 80% of research staff agree that 'my PI/line manager helps me develop in my role' (Research Staff Survey 2023)	Carried forward as 'forward looking action 23'	
Research staff must:								
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	**Action 24** - 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	The Prosper Portal (prototype portal) was promoted to all research staff, including via research staff induction. 42 UoM postdocs recruited to the Prosper cohorts run by the University of Liverpool. As in action 22 above, investment in a three year RDO post to embed Prosper at UoM in place from June 2023 including promoting the Prosper Portal once live in July 2023.	Carried forward as 'forward looking action 21'	
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	**Success measure 12pp below target:** 28% of research staff reported accessing mentoring (Research Staff Survey 2023)	Carried forward as 'forward looking actions 21 and 26)	
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	Feedback on careers resources and guidance (CVs for Researchers, and Promotions for Research Staff) sought from 47 research staff reps in June-July 2023 on their usefulness and applicability, and any areas for improvement. As detailed in action 18 above, Very positive feedback received from ten researchers on the content and how it has been used by researchers.	Carried forward as 'forward looking action 17'	
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	**Action 25** - 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	**Success measure not met:** UKCGE recognised associate supervisor route launched spring 2023. Three dedicated support sessions for staff applying to the first deadline (June 2023) were provided to research staff in May and June 2023. Researcher Developer supported 4 applicants to submit to the first deadline (2 for recognised supervisor, and 2 for associate), with the application fee being paid by the University. Further support sessions scheduled throughout the 2023-24 academic year to support further applicants for future deadlines.	Carried forward as 'forward looking action 25'	
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.							