HREiR Action plan template 2023-26

Details

Institution name:	**University of Manchester**	
Cohort number:	**3**	
Date of submission:	**22-Sep-23**	

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	1,738	Research staff are based across three Medicine and Health (774), Humanities Engineering (759). Within the research wide range of job roles from research a research fellows, within the latter group funded. The three main categories are (usually pre PhD) - approximately 19%, (includes postdocs) - 74% and researc
Postgraduate researchers		
Research and teaching staff		
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):		

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 1700 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'.

Complete for submission							To be completed only when reporting on action pla

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments	Progress update	The actual impact of the action (reporting against the success measure)
Environment and Culture								
Awareness and engagement								
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.								

ECI1	Ensure all relevant staff are aware of the Concordat.	**Action 1** - Enhance and develop the current research staff comms plan and strategy to raise awareness and commitment to the Concordat, using existing and new channels including (i) dissemination of RSSG minutes for timely cascading in schools (ii) an annual RSSG newsletter for both PIs and research staff (iii) a new 'PIs need to know' briefing to disseminate key changes PIs need to be aware of and information to cascade to their research staff (iv) promotion of new Teams network and SharePoint site for all research staff (outlined in action 4 below) (v) research staff-specific induction offered to all new research staff	Yes		May-25	RSSG, RDRD, RDM	Increase % of research staff aware of the Concordat from 62% (Research Staff Concordat Survey 2023) to 75% by 2026. A third of research staff to have engaged with new Researcher Development SharePoint site by May 2025, as measured by website analytics. Positive feedback received from research staff on usefulness of SharePoint resources.		
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	**Action 2** - Include within RSSG annual meeting schedule a dedicated meeting to review Research Staff Handbook to ensure content is up-to-date with latest policy developments, and remain fit for purpose for the next academic year. **Action 3** - RSSG to annually oversee review, update, promotion, and further development of PI tool kit to reflect policy developments, needs of PIs, and best practice in the sector. **Action 4 -** (i) Develop a bespoke Microsoft Teams network for all research staff to enhance two-way communication and sharing of important updates and policies, including consultation on institutional policies as appropriate. To include separate channels for sharing of information on topics such as mental health and wellbeing support, and EDI initiatives (ii) Develop a Researcher Development SharePoint site for research staff to provide one place for all researcher development on-demand resources and links to important policies.	Yes Yes No		May-25	RSSG, RDRD, RDM	Increase engagement with the Research Staff Handbook from 30 users and 73 views per month (July 2023) to an average of 50 users and 120 views per month (by September 2026) A third of PIs to have engaged with PI Toolkit by May 2025, to be monitored by website analytics. Positive feedback received from PIs on usefulness of PI Toolkit. A third of research staff to have engaged with new Researcher Development SharePoint site by May 2025, as measured by website analytics. Positive feedback received from research staff on usefulness of SharePoint resources.		
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	**Action 5 -** RSSG to reflectively evaluate activity to enhance the research environment and culture by (i) disseminating the report, and resultant university- and faculty-level action plans of results of 2023 Research Staff Survey to all research staff (ii) bespoke targeted 'pulse' surveys to be held on the key issues identified in the 2023 Research Staff survey to check progress on areas of concern, to augment all-staff survey (2024) and Research Staff survey (2026), the latter including questions co-created with research staff reps (iii) holding twice yearly open meetings with all-research staff, as well as focus groups meetings targeted at staff at different career stages (iv) expanding the research staff reps network and meetings to HUMS (replicating successful model in other two faculties)	No		May-24	RSSG, RDRD, RDM	Increased attendance at open meetings from 50 attendees (July 2023) to an average of 100 attendees (2026) Increased participation in Research Staff Concordat Survey by a third from 49% (2023) to 65% (2026) At least one rep from each school in HUMS to attend research staff reps meetings		

ECR1	Encourage researchers to 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.	Recognition of collegiality is one of the factors contributing to promotion cases for both academic and research staff, including making a positive contribution to the research development of others. One of the categories for the annual Research Staff Excellence Awards is 'outstanding contribution to the research staff environment' (one award per faculty) which recognises activity such as the organisation of events which bring together the research staff community, or identifying an area of development within the research staff community and providing a solution to this.			RSSG	Increase in the number of nominations for 'outstanding contribution to the research staff environment' from 3 in 2023 to 9 in 2026			
Wellbeing and mental health									
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.									
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	**Action 6** - RSSG to gather and review, on an annual basis, research staff representation on university wide groups including the Mental Health and Wellbeing Group, and receive a report from the research staff rep on key initiatives and developments arising from this Group	No	May-24	RSSG	Increase % of research staff who agree 'they would feel confident to raise poor mental health at work' from 57% (University pulse survey 2021) to 70% by 2026.			
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	**Action 7** - Work with the University Staff Wellbeing team to promote 'managing with wellbeing in mind' workshops and 'wellbeing conversations and stress management' workshops to managers of researchers.	No	May-25	RSSG, Head of Wellbeing	Increase % of research staff who agree 'the University offers adequate wellbeing support' from 60% (Research Staff Concordat Survey 2023) to 75% by 2026	Wellbeing is embedded in management and leadership courses offered by L&OD (e.g. Managing @ Manchester for Researchers), and several voluntary wellbeing training opportunities are offered to line managers throughout the year on an ad-hoc basis		
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	See action 7 above. See also action 3; PI tool kit to include section on supporting and promoting wellbeing, including PIs own wellbeing and modelling good self-care and working practices.		May-24	RSSG, AVP, Head of Wellbeing	Increase % of research staff agreeing 'the university encourages a positive research culture' from 79% (Research Staff Concordat Survey 2023) to 90% in 2026.			

ECM4	Ensure managers consider fully 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. It is also possible agree a trial period or in some circumstances to agree to a temporary change. Managers have access, via the Managers Essentials webpages, to information and resources on how to manage flexible working and flexible working requests. Requests may be for any reason and are not restricted to employees with family care commitments. In addition, post-pandemic, blended working is an option for many staff.						
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	The new Researcher Development SharePoint site for research staff (see action 4) will include a distinct channel for wellbeing support information and initiatives. Wellbeing initiatives to be included in AVP updates sent monthly to all research staff.						
Bullying and harassment								
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.								
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	**Action 8** - Online active bystander training course, including case studies contextualised in research piloted in Royce Research Institute, to be made available and promoted university wide by EDI and Research Development teams.	Yes	Sep-24		Increase by a third the % of research staff reporting that they have completed active bystander training from 116 (2023 Research Staff Survey) to 154 by 2026. Increase % of research staff who have completed training that feel 'confident' or 'very confident' to intervene from 68% (Research Staff Survey 2023) to by 80% 2026.		
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See action 8; bullying and harassment reporting and guidance on actions to addressing to be included in PI toolkit (see action 3)		Sep-24	RDRD, RDM	Increase the % of research staff who agree 'I am confident that my PI/research leader would act upon bullying and harassment concerns' from 82% (Research Staff Concordat Survey 2023) to 90% in 2026.		
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	See action 4 - New Researcher Development SharePoint site will include a separate channel for discrimination, harassment and bullying including information on how to report this. See action 2 - Research Staff Handbook to be updated to include signposting to information on reporting discrimination, harassment and bullying.		May-25	RDRD, RDM	Increase the % of research staff reporting that they feel concerns about bullying, harassment and discrimination would be acted on from 60% (Research Staff Survey 2023) to 75% by 2026.		
Equality, diversity and inclusion								
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.								

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	**Action 9** - Curation of resources for researchers at all levels including an online Course "EDI in Research and Innovation" to be developed and rolled out institutionally, contextualised co-created resources delivered through a series of workshops including inclusive supervision, inclusive leadership, and gender equality within the research lifecycle and applied sessions to embed gender equality within projects for ECRs.	Yes	Sep-24	EDI academic lead, RDRD, RDM	Report on number of research staff who complete 'EDI in research and innovation' course. Increase % of research staff who agree that 'The University is committed to equality, diversity and inclusion for all staff' from 75% (University staff survey 2022) to 85% in 2024			
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	Relevant EDI policies are included for all staff in in induction, training, newsletters, and the New Academics Programme (NAP); research staff involved in recruitment are required to undertake recruitment training which includes issues surrounding EDI in the recruitment process. Toolkits including the PI Toolkit and the PGR supervisors toolkit includes sections on embedding and inclusive culture and raising awareness of issues surrounding EDI. As well as mandatory training (unconscious bias, and diversity in the workplace) research staff are signposted to additional training available including Active Bystander (see action 8) and ALLOUT Allies training.							

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	See action 3 - continued development of the Good Research Practice section of the PI Toolkit. Working with the Research Governance, Ethics and Integrity team to update as needed and continue to reflect sector best practice and emerging issues (e.g. AI). PI Toolkit to also encourage PIs to recognise and celebrate those exhibiting good research practice and framing research integrity in a positive light, rather than solely focussing on the negative aspects of misconduct.		May-25	RSSG, RDRD, RDM, RGEI	Increase awareness of the University of Manchester's Code of Good Research Practice from 81% (Research Staff Survey 2023) to 90% by 2026.			

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ECM3	Ensure managers report and address incidents of poor research integrity.	See action 3 - guidance on reporting of research misconduct and how to prevent this is included in PI toolkit		May-25	RSSG, RDRD, RDM, RGEI	Increase % of research staff who agree 'I feel confident University would listen and take action if I raised a concern in relation to research misconduct' from 65% (Research Staff Survey 2023) to 80% by 2026.		
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Research Governance, Ethics and Integrity team's webpages are signposted in the Research Staff Handbook which is promoted to all research staff, including links to the Code of Good Research Conduct, and how to report suspected poor research practice and research misconduct.						
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	As above, reporting mechanisms signposted in Research Staff Handbook.		May-25	RSSG, RDRD, RDM, RGEI	Increase % of research staff who agree 'I feel confident University would listen and take action if I raised a concern in relation to research misconduct' from 65% (Research Staff Survey 2023) to 80% by 2026.		
Policy development								
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.								
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.	**Action 10** - RSSG to recommend to all schools that each school research and innovation committee have a research staff rep. Monitor annually to check compliance at school level and report to each autumn meeting of RSSG.	No	May-24	RSSG	All school research committees to have a research staff rep by 2025	Baseline position: six (out of nine) schools have research staff reps on their school research committee.	
ECM5	Encourage managers to 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. See Action 3 - Include within PI Toolkit guidance and advice from PIs on how they contribute to policy development to create a more positive research culture						
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See action 4 - New Researcher Development SharePoint site will encourage and facilitate consultation on new policies and initiatives.		May-25	RDRD, RDM	Target of members of 50 research staff to have engaged with the 'policy consultation' area of the new SharePoint site by September 2026, as measured by site analytics data.		

				Date	Owner	Measure			
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See action 4 - New Researcher Development SharePoint site will encourage and facilitate consultation on new policies and initiatives.		May-25	RDRD, RDM	As above, Target of members of 50 research staff to have engaged with the 'policy consultation' area of the new SharePoint site by September 2026, as measured by site analytics data.			
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	The research staff reps across all three 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. As noted in action 5, these will be expanded to HUMS, replicating the successful model in FSE and FBMH. The criteria for promotions for academic and research staff includes academic service, recognising the role research staff play as key stakeholders in the institution. Moreover, such engagement is encouraged as part of research staff continuing professional development.							

Employment

Recruitment and induction

The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.

EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	See action 3 - PI toolkit includes section on recruitment and induction, including on giving feedback to unsuccessful candidates. Continue to promote, update and refresh this toolkit to include updated policies and best practice advice including promoting option to include 'video CVs' which encourage inclusivity in the recruitment process. Best practice from the university-wide 'inclusive recruitment review' project, commencing in 2023-24, will be promoted to managers of researchers and shared with PIs via the Toolkit.		May-25	RSSG, RDM, RDRD	Increase by a third % of research staff who have unsuccessfully applied for promotion reporting that they received feedback on their application from 41% (Research Staff Survey 2023) to 55% by 2026.			
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	All new research staff are offered a researcher development induction, as well as their local inductions. These signpost to relevant polices and the research staff handbook, as well as promote engagement with the research staff network. These inductions run six times a year. Guidance on induction included in PI Toolkit (see action 3)		May-25	RDM, RDRD	Increase the number of research staff attending the RS induction from n=58 in 2022-23 (approx. 13% of new staff) to n=90 (or approx. 20% of new staff); 75% of those who attend the RS induction reporting finding it useful Increase % of research staff agreeing 'I have a clear understanding about what I am expected to achieve in my job' from 83% (University staff survey 2022) to 90% in 2026.			

Recognition, reward and promotion

The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.

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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.	**Action 11** - Establish a Task and Finish Group to develop a framework for supporting the career progression of Research Methodologists/ technical specialists. **Action 12 -** Work with the Research Services team to build into the Research Project Costing Tool recommendation and guidance to encourage PIs to include the provision for research staff promotion within the costs of grant applications, where funder terms and conditions allow this.	No No	May-24 May-25	Director of OD, AVP-research, RDRD Head of Research Services	Positive feedback from Research Methodologists/ technical specialists on the framework and enhanced career progression support Annual increase in number of application for promotion from research staff from 41 in 2023 Increase in % of research staff agreeing 'I feel valued and recognised for the work I do' from 66% (Research Staff Concordat Survey 2023) to 80% in 2026.	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. This new action seeks to replicate this for a sometimes overlooked group of staff.		
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	**Action 13** - Work with Fellowship Strategy Group to review and develop support and feedback for unsuccessful fellowship applicants. **Action 14** - RSSG, via P&OD representative, to write to promotion panels before each annual promotions round to remind them of the requirements and guidance on providing feedback to unsuccessful research staff applicants. See also action 3 - recruitment, promotion and reward included in PI toolkit. Content to be updated, promoted and refreshed to reflecting policy developments and sector best practice.	No No	Sept-24 Dec-23	FSG, AVP research RSSG P&OD rep	Increase % of research staff who unsuccessfully applied for promotion reported having received feedback from 41% (Research Staff Survey 2023) to 66% in 2026. Double the number of nominations for Research Staff Excellence Awards from 14 in 2023 to 28 in 2026. Increase the proportion of research staff nominations received from peers (i.e. postdocs nominating postdocs) from 14% in 2023 to 33% in 2026			
Responsibilities and reporting									
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.									
EM2	Managers 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 3 above - management of research staff included in PI toolkit. To be updated, promoted and refreshed to reflecting policy developments and sector best practice.							
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See action 3 above, re management section of PI toolkit							

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ER2	Researchers understand their reporting obligations and responsibilities.	All staff involved in financial transactions are required to first complete Oracle Financial Training. Researchers are also offered training and access to the research project costing tool as well as receiving automatic access to our research grant and contract management system. Researchers are encouraged and supported to participate in Research Fish and other online outcomes reporting exercises, as required by their grant funders.						Previous action on developing an online resource on research finance and funding has been superseded by institutional developments including a finance transformation project.	

People management

The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.

EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	See action 3 above, re management section of PI toolkit. Managers of researchers are also encouraged to participate in a range of leadership courses including Managing@ Manchester for Researchers, Leading @ Manchester, Inspiring Leaders, and the new Leading for Researchers @ Manchester course (see action 23, below)			May-25	RDM, Director of OD	50 staff to have completed Leading for Researchers @ Manchester by 2026; 75% of attendees reporting finding the course useful in developing their research skills		
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.	See action 11							
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See action 3 above, re management section of PI toolkit							
EM4	Managers actively engage in regular constructive performance management with their researchers.	**Action 15** - Work with P&OD and research staff reps to review and update the Performance and Development Review (P&DR) guidance and forms so that they are considered relevant and valuable for research staff. Revise P&DR form to enable the recording of the number of personal and professional development days the researchers has undertaken in the year under review.	No		May-25	Deputy Director of P&OD, RSSG, RDRD, RDM, research staff reps	Increase by a third % of research staff reporting having a P&DR from 49% (Research Staff Survey 2023) to 65% by 2026. Increase % of research staff who had a P&DR agreed it was 'useful' or 'very useful' from 73% (Research Staff Survey 2023) to 85% by 2026.		
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	See action 15. 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.			May-25	Deputy Director of P&OD, RSSG, RDRD, RDM	90% of research staff to report that they have been offered a P&DR.		

Job security

The aim of this obligation is to improve the job security of researchers.

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 16a** - work with P&OD to develop and pilot a novel localised scheme to enhance job security for research staff using a ' talent bench' approach, with a view to expanding this to other areas of the university in the next phase of the EiR award where appropriate. This will be done by a) identifying an academic area with a stable workforce and low turnover of research staff b) developing and piloting a scheme to allow these staff to be retained in a talent bench at the completion of their contract until another suitable research post arises c) developing bespoke career and professional development support for these staff d) evaluating the viability of this scheme and if it can be replicated in other academic disciplines across the university e) creating an agile and scalable mechanism for matching staff with vacancies. **Action 16b** - RSSG to receive annual reports on the number of research staff on contracts of two years or less, and numbers of research staff with four years continuous service who have not been moved to an open ended contract so that this can be addressed.	No	May-26	Director of OD, RDM, AVP research RSSG	Positive feedback from those involved in the pilot on the impact on their sense of job security. An increase in % of research staff responding that their 'job security at the university is good' from 27% (university staff survey 2022) to 40% (university staff survey 2024) Research staff with four years continuous service automatically moved to open ended contract, evidenced by all eligible research staff being on an open-ended contract by May 2024. Fewer research staff on contracts of less than two years duration in 2026 in comparison with 2023.		

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	**Action 17** - Development and promotion of portfolio of opportunities indicating ways researchers can use their 10 days for professional development, with examples and case studies, building on the existing 'what is professional development' resources. This to be sent annually to all research staff and all PIs.	Yes	Dec-24	RDRD, RDM	Double % of research staff undertaking at least 'ten days' professional and career development activity from 15% (Research Staff Concordat survey 2023) to 30% by 2026.		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	**Action 18** - Co-create researcher development provision for disabled researchers to increase accessibility and engagement of researcher development opportunities. Develop research-specific disability awareness and support resources to augment existing provision for all-staff.	No	Sep-25	RDRD, RDM, EDI team, Staff Disability Network, EDI academic lead	Positive feedback received from participants on research-specific disability resources and support.		
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	See action 3 re support for managers of researchers in developing their research staff. See also action 15		May-25	RDRD, RDM, Deputy Director of P&OD	Increase % of research staff who agree 'my PI/line manager helps me develop in my role' from 80% (Research Staff Concordat Survey 2023) to 90% in 2026.		

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PCDR1	Researchers 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 19 -** Embed the resources and best practice from the Prosper project including via regular promotion of the Prosper portal to all research staff, delivering training and development workshops incorporating the Prosper resources, and running dedicated cohorts for UoM research staff replicating the Prosper model.	No	May-26	RDRD, RDM	Report on registered users of the Prosper Portal citing University of Manchester as their institution. Target of one third of UoM postdocs being registered by 2026. 75 research staff to have participated in UoM Prosper cohorts by May 2026; and 75% of participants to reporting having found the course useful in their professional and career development	
Career development reviews							
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.							
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	See action 15 See also action 3 - Guidance on having careers conversations embedded in PI Toolkit, and Prosper resources adapted and included. Review, promote, and update PI toolkit to reflect sector best practice.		May-25	RSSG, RDM, RDRD,	Increase % of research staff who agree 'my PI/line manager helps me develop in my role' from 80% (Research Staff Concordat Survey 2023) to 90% in 2026.	
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	**Action 20** - Ensure the University's new Learning Management System (LMS) can report on the professional development activity of research staff.	Yes	Sep-25	Director of OD, RDM, RSSG,	Development of an effective LMS. Annual report to RSSG on training and development activity of research staff.	Not completed in 21-23 plan
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	**Action 21 -** Promote use of Prosper Portal Resources for PIs to all PIs. Embed Prosper resources on career reviews into PI toolkit.	Yes	May-24	RDRD, RDM	Report on registered 'principal investigator' users of the Prosper Portal citing University of Manchester as their institution, target of a quarter of UoM PIs being registered by 2026. 90% of research staff to report that they have been offered a P&DR.	
PCDR4	Researchers 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.		May-26	RSSG, RDM	Increase by a third % of research staff reporting having a P&DR from 49% (Research Staff Survey 2023) to 65% by 2026. Increase % of research staff who had a P&DR agreed it was 'useful' or 'very useful' from 73% (Research Staff Survey 2023) to 85% by 2026.	
Career development support and planning							
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.							

PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	**Action 22 -** Develop and deliver, at least once per year researcher development activities targeted at researchers from ethnic minority backgrounds to address lower levels of awareness of support and lower levels of satisfaction with provision of researcher development.	No	Sep-24	RDRD, RDM, EDI team, EDI academic lead	Increase awareness of researcher development support and satisfaction with provision amongst staff from ethnic minorities so that there is no significant difference between groups of staff based on ethnicity in all-staff survey by 2026	Baseline position: 21 percentage point (pp) difference between black and white research staff agreeing 'I am aware of the support the University provides for my career and professional development' in all-staff survey 2022 15pp difference between white and 'mixed' research staff agreeing 'The overall provision of researcher development and training at the University meets my needs' in all-staff survey 2022	
PCDR3	Researchers 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 19 promote use of Prosper Portal resources, including the career development navigator tool. See action 20 re LMS to record and report professional development.		May-26				
Research identity and leadership								
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.								
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	**Action 23 -** New Leading for Researchers @ Manchester course, developed and launched in Autumn 2023, to be promoted to all research fellows.	Yes	Dec-23	Director of OD, RDRD, RDM	50 staff to have completed Leading for Researchers @ Manchester by July 2026; 75% of attendees reporting finding the course useful in developing their research skills		
PCDM4	Managers 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 action 23 re Leading for Researchers @ Manchester		Dec-23				
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	**Action 24 -** develop new section of PI toolkit on 'the PI as leader'. See also action 23 re new Leading for Researchers @ Manchester course	No	Dec-24	RDRD, RDM, AVP research, PI Working Group	A third of PIs to have engaged with PI Toolkit by May 2025, to be monitored by website analytics. Positive feedback received from PIs on usefulness of PI Toolkit, including the new leadership section		

| PCDR5 | Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills | **Action 25** (i) Support research staff to apply for UKCGE Recognised Associate Supervisor status. (ii) Review and update research supervisor development provision to align closely with the ten criteria outlined in the UKCGE Good Supervisory Practice Framework. See also action 23 re Leading for Researchers @ Manchester | Yes | | Sep-26 | RDRD, RDM, Director of OD | Ten applications per year to be submitted for UKCGE recognised associate supervisor status | | | |

| **Diverse careers** | | | | | | | | | | |
| The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research. | | | | | | | | | | |

PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	See action 19: promote use of Prosper Portal resources, including promoting the benefits of moving between, and working across, employment sectors			May-26	RDRD, RDM	Increase by a third % of research staff who have undertaken training in careers beyond academia from 24% (Research Staff Concordat Survey 2023) to 32%			
PCDM2	Managers 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 action 21 (promoting the use of Prosper for PIs), action 26 (below), and action 3 ('developing research staff' section of PI toolkit)			Sep-24	Director of OD, RDRD, RDM	Increase the number of research staff applying to be Manchester Gold mentors from 16 in 2023 to 25 in 2026.			
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	**Action 26** - Work with L&OD and research staff reps to review and update the content, and promotion, of Manchester Gold to demonstrate the benefit of the scheme to research staff. Promote benefits of research staff becoming Manchester Gold mentors. See also action 19 (development and embedding of Prosper cohort model at Manchester, and promote use of Prosper portal to research staff), and action 17 (portfolio of professional development activities)	Yes		Sep-24	Director of OD, RDRD, RDM, research staff reps	Increase update of Manchester Gold mentees from 28 research staff in 2023 to 40 by 2026, and the proportion of research staff mentees in the scheme to be closer to their proportion of the overall staffing base [baseline position: research staff comprise 8% of Manchester Gold mentees compared to approximately 15% of all staff in 2023]. Increase by a third % of research staff reporting they have accessed mentoring (formal or informal) from 28% (Research Staff Concordat Survey 2023) to 37% in 2026			

PCDR6	Researchers 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.						

* The Researcher Development Concordat defines researchers 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 researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.