



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.	a) UoS Staff Survey to included Research Staff section or Research Staff specific questionnaire to be developed by RSO (ie BPS) - also, see ECI1(f)	See revised 10.a and 12.1	Dec-23	RSOr RS Reps RDC SG	50% increased survey reponse rate, across both UoS Staff Survey and CEDARS, by 2023 - using comparative data from 2022 (as CEDARS not launched in 2021).
		b) Annual CEDARS survey - with incentive to complete - to ensure maximum engagement				(BPS 2019 Response rate 107 out of 395 Research Staff/Research Only Contract - July 2019)
		c) Research Staff Reps to gather Qual data on Research Staff experience - regular reporting in RS Reps meetings				Qual data fedback to EDI and HR committees - annual report to be presented by RSOr
		d) Qual and Quant feedback from Training and Development/Inductions/Events to be used in all reporting opportunities				
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.	a) Identify key staff to develop in-school 'buddy'/mentor system so that new starters are paired wit h someone who can help them to settle in to UoS life	See Action 12.1	Oct 2023	DRaKES ECR Leads RS Reps	CEDARS and Staff Survey show at least 85% positive response rate to feeling included in research working environment qu. (increase of 5% on CEDERS Agg 2021 80%) - with 100% of new starters being paried with an existing member of staff within their first month at UoS.
		b) RS Reps to self-manage social events, with support from the Research Staff Office.				BPS 2019: Integrated into Dept Research Community: 64.5%)
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Actively support and raise awareness of mental health and wellbeing initiatives, events and policies at UoS by:		Nov-23	RSOr Assisatnt Director HR: OD Head of EDI	Delivery of Researcher Mental Health and Well Being web portal/platform - which links to CANVAS area with materials from webinars/workshops - complete with downloadable info/docs/leaflets.
		a) The addition of mental health and wellbeing webinar/workshop to be integrated into RSO training and development programme - with Mental Health Month Series/Events.				Quant data from web downloads and survey tools show Researchers know where to access information and help: Incremental increase of 5-10% each quarter from baseline figure after launch (data to be collected during first quarter will set benchmark).
		b) Signposting UoS policy and practice materials, projects and other useful info/links/materials via the RSO web pages				
		c) Liasing with HR to analyse data from surveys, with particular attention to the Bullying and Harrasment Self Reporting Tool.				
		d) RSO to link with EDI committees to ensure that policies meet the needs of under represented research community members.				



ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Reference and utilisation of PI/Manager Toolkit - download and refer to information on UoS policy and procedure, Vitae/RDF to support researchers personal and career development.	Dec-23	DRSD DRaKEs HoPS RSOr/RDC SG	Feedback from annual CEDARS survey shows UoS in line with National Average (CEDARS Agg 2021 80%) in Researcher satisfaction to question relating to working patterns. (BPS 2019: 68%)
		Signpost to other areas of UoS that have similar support ie Organisational Development, Library and HR.			Download/Hit data from toolkit to show at least 50% of new research staff are receiving the materials provided in the toolkit, from their PI/Manager (monthly new starter figures vs. download data).
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Attendance to one or more mental health and wellbeing sessions provided by the RSO.	Nov-22	RSOr RS Reps	75% of Research Staff take positive action to maintain mental health and wellbeing.
					(CEDARS Agg 2021: avg.75%)
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.	Actively support and raise awareness of mental health and wellbeing initiatives, events and policies at UoS by:	Nov-23	RSOr Assisatnt Director HR: OD Head of EDI	Delivery of Researcher Mental Health and Well Being web portal/platform - which links to CANVAS area with materials from Nov-23
		a) The addition of mental health and wellbeing webinar/workshop to be integrated into RSO training and development programme - with Mental Health Month Series/Events. b) Signposting UoS policy and practice materials, projects and other useful info/links/materials via the RSO web pages c) Liasing with HR to analyse data from surveys, with particular attention to the Bullying and Harrasment Self Reporting Tool. d) RSO to link with EDI committees to ensure that policies meet the needs of under represented research community members.			



		RS Reps ToR to include section to ensure that training 'related to research integrity, and equality, diversity and inclusion' is embedded into school culture - leading by example, advocate and promote.	Nov-22	RSOr RS Reps	100% new Research Staff to complete Org. Dev EDI and Unconscious Bias Training within one month of starting role.
					100% new Research Staff to attend Research Ethics workshop during first six months of employment.
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.				Increase of up to 70% positive feedback from both CEDARS and UoS Staff Survey to show knowledge, understanding and application of EDI and Unconscious Bias training and Research Integrity Concordat.
					(CEDARS Agg 2021: 54% vs. 58% BPS (2019) of Research Staff have never heard of the Research Integrity Concordat)
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	See ECI3 - all actions include provisions for Researchers.	Nov-23	RSOr RS Reps	See ECI3 - all actions include provisions for Researchers.
		Complete restructure of RSWG to RDC Steering Group - ensuring that governance is transparent.	Every Jul/Aug	RSOr DSRD	Carry out annual review of RS Reps and RDC Steering Group members at end of each academic year, to ensure governance structure is fair, transparent and proactive.
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.				Focus Groups and bespoke survey data - starting point end of academic yr 2021-22, comparative year on year.
		Attendance to workshop series for PIs/Managers on how to manage their teams in a fair and inclusive environment, focusing on non-biased training and positivity and inclusion/EDI.	Dec-24	Head of EDI Unit DRaKES RSOr/RDC SG	At least 50% of PI/Managers to have completed the training in it's first year, with 20-25% increase each year.
					At least 80% of Research Staff will respond positively to Management questions in UoS Pulse Survey. (Avg. 52.5% Sept 2021)
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.				Immediate and reflective qualitative feedback from participants show they have found the training useful and applied methodologies successfully to their roles as PI/Managers.



E11

Ensure open, transparent and merit-based recruitment, which





ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See E16 and EM2	Revised Action 8	Aug-22	DRaKES Assistant Director HR: OD PVC-R	At least 50% positive (agree/strongly agree) results in answer to questions regarding Promotion and Progression processes are fair - see CEDARS Agg 2021
ER2	Researchers understand their reporting obligations and responsibilities.					
		See EC13 and all of ECM		Nov-23	RSOr DRSD Assistant Director HR: OD	At least 50% of PI/Managers to have completed the training, with 5-10%
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.					





PCD11	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.	Develop web portal/resource for Research Staff to access and search for professional development opportunities, outside of the Training and Development provided by the RSO, to help them achieve at least 10 days of CPD per year.	See Action 9 - 9.3 Deliverable and Metric 9c	Oct-23	RSO PVC-R	CEDARS and Staff Survey data shows that at least 25% of Research Staff are attaining an average of 5-10 CPD days per year.
		Provide policy and practice documents on how to access CPD opportunities, from diverse backgrounds. With dedicated web pages/portal, clearly signposted and promoted, to focus content on specific communities - with EDI focus.				See CEDARS Agg 2021 - 15% of Research Staff have spent 10 or more days on training and professional development activities
		Link with RSO web pages, events and news section, to promote key opportunities.				



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.	Development of RDF tool module/training and Development workshops and how to utilise effectively for PI/Managers. Org. Dev. to advise RSO on how to deliver bespoke modules re: difficult conversations, management and career development support, appraisals and objective setting etc. And, promote via RSO web pages and direct mailing.		Oct-23	RSO Org. Dev Assistant Director HR: OD	75% PI/Manager attendance on either/both RSO RDF training and/or UoS Org. Dev. Training. 90% Immediate and reflective positive feedback from PI/Managers that course meets needs and gives relevant tools for effective management. BPS 2019: 54% Manager has the training they need (Professional and Career Development Section - RSO Supplemental Qu)			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See ECM1 and EM4		Dec-22	PI/Managers DRaKES	Comparative numbers of PI/Managers to Research Staff within schools that have completed training course. At least 80% of Research Staff will respond positively to Management questions in UoS Pulse Survey. (Avg. 52.5% Sept 2021) Monitored annually			
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See ECM1 and EM4		Dec-22	PI/Managers DRaKES	Comparative numbers of PI/Managers to Research Staff within schools that have completed training course. At least 80% of Research Staff will respond positively to Management questions in UoS Pulse Survey. (Avg. 52.5% Sept 2021) Monitored annually			
PCDR4	Researchers positively engage in career development reviews with their managers.	Engage with university annual appraisal process. (Appraisals carried out in Aug/Sept each year)		Annually - Oct	Research Staff RS Reps Assistant Director HR: OD	75% of research staff to engage with annual appraisal. UoS Oct 2021: 52% research staff had an annual appraisal, compared to 80% of overall staff.			
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.								
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.	a) Use Teaching pro forma to collect evidence of teaching and preparation - with certificate on completion b) Keep portfolio of all relevant experience and RDF evidence - to compliment appraisal and job applications		RS Reps Report - every semester	Research Staff RS Reps DRaKES	75% of research staff maintain a formal record of continuing professional development activities. See CEDARS Agg 2021: 67% of research staff maintain a formal record of continuing professional development activities.			



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.									
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.	a) Proactively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation opportunities - that promote collaboration across disciplines and schools b) Identify external funding opportunities - using the RSO Funding and Fellowships web page and/or Researcher Development Team.		Annual Review - Nov	Research Staff RS Reps DRaKES Research Managers	At least 50% of research staff have been able to engage with Knowledge Exchange, Policy Development, Public Engagement and Commercialisation.				