University of Sussex HREIR Action Plan Nov 2021-23



	Details
Institution name:	University of Sussex
Cohort number:	9
Date of submission:	26 November 2021
Institutional context:	In order to determine benchmarks for the next two years, we have referred to data collected from the LipS Surveys carried out in an and Oct 2021, the BPS carried out in 2019 and the CEDARS Aggregate data collected in Oct 2021.
Notes:	850 - Research Staff Office: applies to both the Research Staff Officer (RSO) and the Researcher Development Coordinator (RSO) (RSO

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	391	Research-Only Contract Staff are the primary demographic of the Research Staff Office (RSO)
Postgraduate researchers		While there exists a Researcher Development Programme for PhD students, PGRs are allowed to attend several RSO training and development workshops.
Research and teaching staff		T&R Staff, particularly those that are in the early stages of their career, can access some areas of support from the RSO.
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):	<u> </u>	·

				Other (please	provide numbers and details):		
		Complete for submission				To be completed only when report	ing on action plan
			Carried over	The transferd impact of the artises			Cutrome leasains/carried
	Obligation		from previous Deadline Responsibility action plan?	The targeted <u>impact</u> of the action (success measure)		Progress update	The actual impact of the action (reporting against the success measure) forward/no further action)
	nment and Culture						
	ness and engagement ns of these obligations are to work towards an open and inclusive research culture, and to	ensure broad understanding and awareness of this amongst researchers					
THE UII	and the second state of work towards an open and inclusive research curdoc, and to	Provide a more consistant and sustainable approach to Research Staff Office promotional	Dec-22 RSO	Minimise percentage of Research Staff that have never heard of the Researcher		a) In progress - HR has implemented a new induction pack, shared with all new staff from October 2023, with	52.9% of research staff within UoS are aware of the Researcher ongoing
		literature, by developing a digital platform accessible for researchers and staff:	RS Reps/RDC	Development Concordat to at least 30% by Dec 2022 - Compared to BPS (2019) results of 58% and CEDARS Agg (2021) 45%.		prominent links and information regarding the Concordat. Research Staff Office (RSO) is working with HR to develop an RSO-specific induction pack for new research staff that is more focused towards the REF, Concordat,	Development Concordat, versus 61% (BPS).
		a) Inclusion of the Concordat to be included in all Induction literature provided by schools.	DRaKES	results of 58% and CEDAKS Agg (2021) 45%.		ethics and additional materials for researchers; and work is carried forward to develop a consistent approach to	CEDARS 2023: 48% of respondents are aware of the Concordat.
			Research	Hit/download figures show at least 50% increase from Dec 2021 to Dec 2022. (b		ECR inductions in Schools.	
		b) Digital campaign to promote the Concordat to Research Staff.	Managers DRSD	& c)		b) & e) COMPLETED - All RSO newsletters, promotional materials and emails include links to the Concordat.	Hit/download figures were not recorded in the reporting period; measures are being taken to put this in place for 2023-26.
		c) Series of events and seminars/webinars to rasie awareness of the Concordat and what it	Dir. of R&E	Production of quarterly reports to show progress of HREIR Action Plan, which		, , , , , , , , , , , , , , , , , , , ,	
		means to Researchers, Pls/Managers and the University - invitation to key speakers to rasie profile of events.		can be fed into RaKE meetings each semester and annual Concordat reporting.		 c) In progress - Initiatives such as Research with Impact 2022 Forum, ECR Symposium/Dragons' Den and Researcher Led Initiative Funds also include prominent mention of the Concordat, as RSO/RDP work on initiating 	
				0		a series of seminars to raise awareness about the Concordat within the greater UoS research community -	
ECI1	Ensure all relevant staff are aware of the Concordat.	 d) RSOr to record presentation of Concordat and add to RSO web pages and CANVAS site/repository. 				encouraging networking, mentoring, collaboration and peer to peer support.	
		,				d) COMPLETED - Concordat mentioned at events, symposiums and seminars, added to RSO webpages. A	
		e) Promotion of Concordat specific events/activities/initiatives to be included in The Sussex Researcher				presentation was made at the Researcher Development Concordat Steering Group (RDCSG) inaugural meeting.	
		Researcher.				f) Carried over.	
		f) RSO to promote Concordat and Action Plan at Senior Staff/Committee meetings (eg				e) COMPLETED - Research Staff Representatives (RS reps) induction includes introduction to Concordat and	
		DRaKES/HoS/HoPS).				g) COMPLETED - Research Staff Representatives (RS reps) induction includes introduction to Concordat and RDCSG has regular agenda item to update on progress of HREIR Action Plan.	
		g) Regular reporting in Research Staff Committee meetings - providing updates, progess					
		and risks.					
		Create and develop accessible resources, such as toolkits and digital packages, for both researchers and PIs/Managers - providing a transparent and accountable platform for	See Action Dec-22 RSOr/RDC 12.1 RS Reps/RDC	Launch of improved digital platforms, by 30 Jun 2022, with annual review process to ensure information is up to date to be included in committee		 a) In progress - Comprehensive webpage for PIs/Managers has been developed with relevant info as to the role and process. RSO has held several onboarding workshops for PIs/Managers. The proposal to create toolkits has 	All Pls/Managers are required to complete mandatory OD ongoing training as outlined below within their first few months in post:
		researchers and PIs/Managers - providing a transparent and accountable platform for feedback and reviews:	SG Reps/RDC	process to ensure information is up to date to be included in committee meetings and Concordat Annual Report. (a & c)		been reviewed and as the need has changed (in part due to OD's Management Essentials resources), the focus	- Diversity in the Workplace
		10.1	Assistant			will instead be on redesigning RSO webpages.	- Inclusive Leadership
		 a) Develop current research Staff and PI/Manager sub page in RSO web pages to include all relevant policies, procedure and good practise models 	Director HR: OD	Delivery and launch of PI/Manager development module on UoS LearnUpon (Organisational Development) by 30 Jun 2022. (b)		b) In progress - OD has implemented a Management Essentials training course, offered termly through	- Insiders and Outsiders - How Micro-Behaviours affect the Workplace
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their					LearnUpon. Completion analytics are sent to Heads of School (HoS) termly to follow up with their PIs/Managers.	- The Impact of Micro-Behaviours
LUIZ	managers.	b) Create online development module for PIs/Managers to ensure training and development is kept up to date		Survey data shows positive increase of approx 25%, to meet or exceed CEDEARS Agg 2021: RS good level of job satisfaction 74%, once web pages and online		Additional PI/Manager training is under development, including self-directed modules, and carried forward to the next action plan.	- Trans and non-binary awareness - Unconscious Rias
				module have been launched (UoS Oct 2021: Q4 EDI commitment 66%). (all)			
		 c) Regular monitoring and evaluation of all relevant UoS policies and procedures - create a sub working group to regularly discuss and manage review process - also, see ECI3 and 4. 				c) In progress - due to resource shortage and subsequent restructuring within HR between 2022-23, this has been delayed. A Head of Employee Relations and Policy has been recruited (end 2023) and will begin work on a policy	CEDARS 2023: 61% agree they have a good level of job satisfaction (sector age: 69%).
		sub working group to regularly discuss and manage review process - also, see ECI3 and 4.				delayed. A Head of Employee Relations and Policy has been recruited (end 2023) and will begin work on a policy review in 2024.	satisfaction (sector agg: 69%).
		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 Dec-23 RSOr 10 a and 12 1 RS Rens	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).		 a) In progress - unable to change questions in previous iterations of the UoS Staff Survey. Questions will be put forward for inclusion in future iterations. 	CEDARS 2023 response rate: 16.3% overall, 13.2% ECRs and ongoing
			RDC SG				Adv. 170 1 1ds
	Regularly review and report on the quality of the research environment and culture,	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)		b) COMPLETED - CEDARS ran in 2023, with charity nomination and donation as incentive.	
ECI6	including seeking feedback from researchers, and using the outcomes to improve	c) Research Staff Reps to gather Qual data on Research Staff experience - regular reporting		July 2019)		c) COMPLETED - RS Reps are expected to hold School ECR forum termly and report School update to each Reps	
	institutional practices.	in RS Reps meetings		Qual data fedback to EDI and HR committees - annual report to be presented by		meeting. They survey ECRs on specific topics as needed, to report in to RDCSG.	
		d) Qual and Quant feedback from Training and Development/Inductions/Events to be used		RSOr		d) In progress - RSO collects feedback following each workshop, induction and event. Carried forward to next	
		in all reporting opportunities				action plan to report to committees annually.	
-		a) Identify key staff to develop in-school 'buddy'/mentor system so that new starters are	See Action Oct 2023 DRaKES	CEDARS and Staff Survey show at least 85% positive response rate to feeling		a) In progress - various Schools across UoS have implemented buddy systems within their research practices,	CEDARS 2023: 75% agree they feel included in their immediate ongoing
	Encourage researchers to actively contribute to the development and maintenance	paired wit h someone who can help them to settle in to UoS life	12.1 ECR Leads	included in research working environment qu. (increase of 5% on CEDERS Agg		however this has not been cohesively rolled out across the institution as yet.	research environment/group (sector agg: 71%).
ECR1	of a supportive, fair and inclusive research culture and be a supportive colleague,	b) RS Reps to self-manage social events, with support from the Research Staff Office.	RS Reps	2021 80%) - with 100% of new starters being paried with an existing member of staff within their first month at UoS.			Carried forward - buddy scheme roll-out across Schools to pair
	particularly to newer researchers and students.	b) KS Keps to seri-manage social events, with support from the Kesearch Staff Office.		stan womi den inst mondrat oos.		 b) In progress - RS reps have taken steps towards implementing termly gatherings to create a better sense of community, supported by a catering budget introduced by RSO in autumn 2023. 	new starters.
Wallba	eing and mental health			BPS 2019: Integrated into Dept Research Community: 64.5%)			
	sing and mental nearth ns of these obligations are to champion positive wellbeing amongst researchers, both thro	ough appropriate training and enabling new ways of working.					
		Actively support and raise awareness of mental health and wellbeing initiatives, events and	Nov-23 RSOr	Delivery of Researcher Mental Health and Well Being web portal/platform -		a) In progress - Mental Health Month events have been kicked off, with occasional coffee mornings held via RSO.	
		policies at UoS by:	Assisatnt Director HR:	which links to CANVAS area with materials from webinars/workshops -		Dedicated webinars or workshops have been superseded by OD mental health awareness modules via LearnUpon, to be completed at staff's own discretion.	actively promotes good mental health and wellbeing. 38% believe their working environment promotes good mental
		a) The addition of mental health and wellbeing webinar/workshop to be integrated into	OD				health and wellbeing. 53% believe their managers promote a
		RSO training and development programme - with Mental Health Month Series/Events.	Head of EDI	Quant data from web downloads and survey tools show Researchers know where to access information and help: Incremental increase of 5-10% each		 b) COMPLETED - RSO webpages and communications (including newsletters and promotional materials) all include signposting of UoS policies, events and other relevant information regarding mental health and wellbeing. 	good, healthy work/life balance. 48% found that their managers encourage positive action to maintain good mental health and
		b) Signposting UoS policy and practice materials, projects and other useful		quarter from baseline figure after launch (data to be collected during first			wellbeing. 61% feel comfortable reporting bullying or
		info/links/materials via the RSO web pages		quarter will set benchmark).		 c) In progress - New Dignity and Respect policy has been rolled out via HR, with a champions network also implemented. HR also launched a Report and Support Tool, but it has not been live long enough for analytics to 	harassment, 58% know the mechanism for reporting, and 47% trust the institution to investigate.
EC13	Promote good mental health and wellbeing through the effective management of workloads and people.	c) Liasing with HR to analyse data from surveys, with particular attention to the Bullying		Use of benchmark CEDARS Agg 2021 data on questions of bullying and		implemented. HR also launched a Report and Support Tool, but it has not been live long enough for analytics to be reviewed.	trust are materialities to investigate.
		and Harrasment Self Reporting Tool.		harrasment - special attention to women vs men and feeling comfortable to		d) In progress - These committees were disbanded during the 2022-23 HR restructure. RDC Steering Group	Response rate was too low to break down by gender.
		d) RSO to link with EDI committees to ensure that policies meet the needs of under		report incidents.		 d) In progress - These committees were disbanded during the 2022-23 HR restructure. RDC Steering Group (RDCSG) is undertaking a review of committee membership in Schools to ensure ECR representation. 	Proposed Researcher web portal was superseded by OD
		represented research community members.		UoS Oct 2021: Q21a 78%, Q21b 25%, Q22a 75%, Q22b 13%, Q22c 27%			resources so impact measure cannot be reported on.
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		See ECI3 - all actions include provisions for PIs/Managers.	Nov-23	Annual CEDARS survey data and UoS Staff Survey, to meet CEDARS Agg/UoS benchmark 70% agreement that institution is committed to EDI.		See above.	CEDARS 2023: 76% agree that the institution is committed to equality and diversity (sector agg: 73%).
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.						
	Inchai neam.						Staff Survey data in the reporting period is not available for research staff as a breakdown
-		See ECI3 - all actions include provisions for PIs/Managers.	Nov-23 DRSD	See ECI3 - all actions include provisions for PIs/Managers.		See above.	See above. Carried forward
		See EC13 - an actions include provisions for P1s/Managers.	Nov-23 DRSD DRaKEs	see Ecis - an actions include provisions for PIS/Managers.		Sec augve.	see above. carried forward
			Head of EDI/PVC CEI.				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.		EDI/PVC CEI, Assistant				
			Director HR:				
			OD				
 		Reference and utilisation of PI/Manager Toolkit - download and refer to information on UoS	Dec-23 DRSD	Feedback from annual CEDARS survey shows UoS in line with National Average		In progress - Managers Toolkit has been developed by OD, however engagement data is not yet available. This	CEDARS 2023: 53% agree their managers promote a good work- carried forward
		policy and procedure, Vitae/RDF to support researchers personal and career development.	DRaKEs HoPS	(CEDARS Agg 2021 80%) in Researcher satisfaction to question relating to working patterns. (BPS 2019: 68%)		has superseded the proposal for a PI/Manager Toolkit from RSO.	life balance, vs 66% sector aggregate. 56% agree they are treated fairly in relation to flexible working requests, vs sector
		Signpost to other areas of UoS that have similar support ie Organisational Development,	RSOr/RDC SG			RSO has been reworking webpages for PIs/Managers, and updating singposting to relevant resources across the	treated fairly in relation to flexible working requests, vs sector aggregate of 72%.
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Library and HR.		Download/Hit data from toolkit to show at least 50% of new research staff are		institution. As part of the wider Doctoral School rebrand in 2024, the RSO webpages will be reviewed and	
				receiving the materials provided in the toolkit, from their PI/Manager (monthly new starter figures vs. download data).		redesigned.	Toolkit was not created , therefore no data to report on.
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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%)	COMPLETED - Mental Health Support is provided via HR, with additional support and workshops developed by OD since 2021 superseding the need for separate RSO training. HR has included training on maintaining positive mental health and wellbeing in the induction materials, including mandatory training modules via LearnUpon to be completed within the first month of employment.	action to maintain good mental health and wellbeing by their	no further action
							Complementary to this, RSO signposts all institutional mechanisms for mental health and wellbeing support across its webpages and physical materials and in comms.		
Bullying an	d harassment								
ine aims o	these obligations are to eliminate bullying and harassment in the research system, t	Actively support and raise awareness of mental health and wellbeing initiatives, events and		Nov-23	RSOr	Delivery of Researcher Mental Health and Well Being web portal/platform -	See ECi3 (row 25).	See ECI3 (row 25).	ongoing
		policies at UoS by:			Assisatnt Director HR:	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			OD				
		RSO training and development programme - with Mental Health Month Series/Events.			Head of EDI	Quant data from web downloads and survey tools show Researchers know where to access information and help: Incremental increase of 5-10% each			
		b) Signposting UoS policy and practice materials, projects and other useful				quarter from baseline figure after launch (data to be collected during first			
	Promote a healthy working environment through effective policies and practice for	info/links/materials via the RSO web pages				quarter will set benchmark).			
EC13	tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	c) Liasing with HR to analyse data from surveys, with particular attention to the Bullying				Use of benchmark CEDARS Agg 2021 data on questions of bullying and			
	support for those reporting issues.	and Harrasment Self Reporting Tool.				harrasment - special attention to women vs men and feeling comfortable to report incidents.			
		 d) RSO to link with EDI committees to ensure that policies meet the needs of under represented research community members. 				UoS Oct 2021: Q21a 78%, Q21b 25%, Q22a 75%, Q22b 13%, Q22c 27%			
		represented research community members.				005 Oct 2021: Q21a 78%, Q21b 25%, Q22a 75%, Q22b 13%, Q22c 27%			
		See EC13 - all actions include provisions for PIs/Managers.		Nov-23	DRSD	See ECI3 - all actions include provisions for Pls/Managers.	See above		no further action
					DRaKEs Head of				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination,				EDI/PVC CEI,				
	bullying and harassment.				Assistant Director HR:				
					OD				
		See ECI3 - all actions include provisions for Researchers.		Nov-23		See ECI3 - all actions include provisions for Researchers.	See above		no further action
ECR4	expected standards of behaviour in relation to discrimination, harassment and				RS Reps				
	bullying. versity and inclusion					<u> </u>			1
	these obligations are to ensure managers and researchers are trained in-, aware of-	and adopt practices enhancing equality, diversity and inclusion. See ECI3 - all actions include provisions for PIs/Managers.		Nov-23		Annual CEDARS survey data and UoS Staff Survey, to meet CEDARS Agg/UoS	COMPLETED - RSO webpages and communications (including newsletters and promotional materials) all include	CEDARS 2023: 76% agree that the institution is committed to	no further action
		Jesona menuse promanara non i sy Mallagetta.		110723		benchmark 70% agreement that institution is committed to EDI.	signposting of UoS policies, events and other relevant information regarding mental health and wellbeing.	equality and diversity (sector agg: 73%).	ranner sectori
ECI4								Staff Survey data in the reporting period is not available for	
								research staff as a breakdown.	
		Completion of mandatory modules (inc. How to use RDF, How to have difficult conversations, Effective Line Management, How to support Researcher Career		Dec-24	Assistant Director HR:OD	At least 50% of Pls/Managers to have completed the training in it's first year, with 20-25% increase each year.	In progress - New PIs/Managers will be auto-enrolled for all relevant OD training, with directors or Heads of Schools receiving a termly report on completion, which can then be used to ensure follow-up and follow-through.	Each year since 2017 has seen an increase in Pls/Managers completing training via LearnUpon, but numbers remain low	ongoing
	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Development) for PIs/Managers - See ECI1(b) - with section included in appraisal form.			RSOr		OD has also rolled out a set of Management Essentials workshops, which are available on a termly basis. Further,	and engagement has not been monitored regularly.	
						At least 80% of Research Staff will respond positively to Management questions in UoS Pulse Survey. (Avg. 52.5% Sept 2021)	the appraisal form has been updated.	Moving forward, OD will be monitoring completion rates	
ECM1							PI/Manager training is under development by the Doctoral School and will be carried forward to the next action	against actual percentage of Pls/Managers in place at UoS, and	
						Immediate and reflective qualitative feedback from participants show they have found the training useful and applied methodologies successfully to their roles	plan.	are working on a mechanism by which engagement/completion of workshops can also be monitored and reported.	•
						as Pls/Managers.			
		RS Reps ToR to include section to ensure that training 'related to research integrity, and		Nov-22	RSOr	100% new Research Staff to complete Org. Dev EDI and Unconcious Bias	COMPLETED - RS reps group has rewritten terms of reference, which is shared with new representatives during	As above. OD is working on a mechanism to monitor and report	no further action
		equality, diversity and inclusion' is embedded into school culture - leading by example,		1407 22	RS Reps	Training within one month of starting role.	induction and reviewed annually.	on training completion. 145 current ECRs took an EDI	ino iditalei detion
		advocate and promote.				100% new Research Staff to attend Research Ethics workshop during first six	In addition, RSO provides an Introduction to Ethics session as part of its induction, with additional sessions on	LearnUpon module in 2021-23, but this data has been collected retrospectively so does not map to length of service.	
						months of employment.	'Ethical considerations to managing research data'. These sessions are attended by research staff, and delivered	CEDARS 2023: 71% of respondents have undertaken EDI	
	Ensure researchers act in accordance with employer and funder policies related to								
						Increase of up to 70% positive feedback from both CEDARS and LIoS Staff Survey	by the University's Research Ethics, Integrity and Governance (REIG) team.		
ECR2	equality, diversity and inclusion.					Increase of up to 70% positive feedback from both CEDARS and UoS Staff Survey to show knowledge, understanding and application of EDI and Unconcious Bias	by the oniversity's nesearch ethics, integrity and dovernance (need) team.	training (sector agg: 80%) and 59% research integrity training (agg: 59%). 60% have never heard of the Research Integrity	
ECR2						Increase of up to 70% positive feedback from both CEDARS and UoS Staff Survey to show knowledge, understanding and application of EDI and Unconcious Blas training and Research Integrity Concordat.	by the University's research const, integrity and dovernance (rend) team.	training (sector agg: 80%) and 59% research integrity training	
ECR2						to show knowledge, understanding and application of EDI and Unconcious Bias training and Research Integrity Concordat. (CEDARS Agg 2021: 54% vs. 58% BPS (2019) of Research Staff have never heard	by the conversity is research counts, integrity and covernance (recei) seam.	training (sector agg: 80%) and 59% research integrity training (agg: 59%). 60% have never heard of the Research Integrity	
ECR2						to show knowledge, understanding and application of EDI and Unconcious Bias training and Research Integrity Concordat.	by the crimestary's received carea, a meging and occernance executive air.	training (sector agg: 80%) and 59% research integrity training (agg: 59%). 60% have never heard of the Research Integrity	
	equality, diversity and inclusion.					to show knowledge, understanding and application of EDI and Unconcious Bias training and Research Integrity Concordat. (CEDARS Agg 2021: 54% vs. 58% BPS (2019) of Research Staff have never heard	by the crives say's received cases, integring and obvertigate (seein) result.	training (sector agg: 80%) and 59% research integrity training (agg: 59%). 60% have never heard of the Research Integrity	
Research In	equality, diversity and inclusion.	Because interesting fishers & Government to consider results and solvers in the BO		Nov-23	RDC	to show knowledge, understanding and application of EDI and Unconcious Blas training and Research Integrity Concordial. (CEDARS Agg 2021: 54% vs. 55% BPS (2019) of Research Staff have never heard of the Research Integrity Concordial)		training (sector agg 80%) and 59% research integrity training (agg 59%). 60% have never heard of the Research Integrity Concordat (agg 45%).	opening
	equality, diversity and inclusion.	Research Integrity Ethics & Governance team to provide regular workshops in the RSO Training and Development Programme.		Nov-23	RDC RS Reps/RDC	to show knowledge, understanding and application of EDI and Unconcious Blas training and Research Integrity Concrodial. (CEDARS Agg 2021: \$4% vs. 58% BPS (2019) of Research Staff have never heard of the Research Integrity Concrodial) Successful delivery of 4 workshops per year, with materials added to dedicated CANVAS area and regularly monitored to ensure up to date, with an annual	COMPLETIO - BEG hold mittudion-wide workshops covering these topics up to four times a year, in addition to offering 1:1 support. 800 and BEG are collaborating on additional workshops, carried to the next action plan.	training (sector agg. 80%) and 59% research integrity training (agg. 59%). 60% have never heard of the Research Integrity Concordat (agg. 45%). 45% of Research Integrity workshop attenders are managerial said. The BBIG team feet 1:1 support to researchers aross the	
	equality, diversity and inclusion.			Nov-23		Is show knowledge, understanding and application of EDI and Unconcious Bias training and Research Integrity Concredit. (CDDAS Agg, 2021; Selk vs. SSK BPS (2019) of Research Saff have never heard of the Research Integrity Concordat.) Successful delivery of 4 workshops per year, with materials added to dedicated	CCMPLITID - RDG hold mathution-wide workshops covering these topics up to four times a year, in addition to	training (sector agg. 80%) and 95% research integrity training (agg. 59%), 60% never heard of the Research Integrity Concordat (agg. 45%). 45% of Research Integrity workshop attendees are managerial staff. The BEIG team offer 1: support to researchers across the university as well addiverse gritch workshops throughost the support of the property of the section of	
Research II	equality, diversity and inclusion.			Nov-23	RS Reps/RDC SG Research Ethics and Integrity	to show knowledge, understanding and application of EDI and Unconcious Blas training and Research Integrity Concrodial. (CEDARS Agg 2021: \$4% vs. 58% BPS (2019) of Research Staff have never heard of the Research Integrity Concrodial) Successful delivery of 4 workshops per year, with materials added to dedicated CANVAS area and regularly monitored to ensure up to date, with an annual	CCMPLITID - RDG hold mathution-wide workshops covering these topics up to four times a year, in addition to	training (sector agg 50%) and 59% research integrity training (agg 559%), 60% hover heard off the Research Integrity Concordat (agg: 45%). 45% of Research Integrity workshop attendees are managerial staff. The REIG team offer 1:1 support to researchers across the university as well as delivering eiths workshops thoughout the workshop is well as delivering eiths workshops integrity and with Official Materials and Online Research. The Research	
	equality, diversity and inclusion. Integrity Ensure researchers and their managers are aware of, and act in accordance with, the	Training and Development Programme.		Nov-23	RS Reps/RDC SG Research Ethics	to show knowledge, understanding and application of EDI and Unconcious Blas training and Research Integrity Concrodial. (CEDARS Agg 2021: \$4% vs. 58% BPS (2019) of Research Staff have never heard of the Research Integrity Concrodial) Successful delivery of 4 workshops per year, with materials added to dedicated CANVAS area and regularly monitored to ensure up to date, with an annual	CCMPLITID - RDG hold mathution-wide workshops covering these topics up to four times a year, in addition to	training (sector agg 50%) and 59% research integrity training (agg 50%), 60% have never heard of the Research Integrity Concordat (agg; 45%). 45% of Research Integrity workshop attenders are managerial statistics. The RBGI steam offer 1.1 support to researchers across that university as well as delivering either university as well as delivering eithers ownshops throughout the variety for the control of the research of the res	
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Det ECIG COMPLETED - Restructure began at the RS reps group level, which feeds into the restructured Scienting Group MCDGs). The RECGO insugand meeting was held in May 2022. Further, RSD is working to strengthen the mechanism to recruit and replace RS reps and define a job description, to ressure quality experiences are strengthen to resure collections and interesting and the RSD of Schools receiving a termity report on completion, which can then be used to ensure follow-up and follower through. ON has also roticed as set of Management Expertation workshop, which are available on stermly basis. PARManager training is under development by the Doctoral School and will be carried forward to the next action plan. In progress - Introducing an RSO induction for RS Reps has been successful, allowing to meet in person and intended Reps to the HREIR Action Plan and Concerdat. There remains a high trunwer of Reps, although as expected terming the Scene Plans and Concerdat. There remains a high trunwer of Reps, although as expectment through the Scene Plans approximate and concerdat. There remains a high trunwer of Reps, although as expectment through the Scene Plans approximate and concerdat. There remains a high trunwer of Reps, although as expectment through the Scene Plans approximate and concerdat. There remains a high trunwer of Reps, althoug	training (sector agg 50%) and 59% research integrity training (agg 50%). 60% has never heard of the Research Integrity Concordat (agg; 54%). 45% of Research Integrity workshop attendes are managenal staff. The RBIG steam offer 1.1 support to researchers across staff. The RBIG steam offer 1.1 support to researchers across the university as well as delivering ethics workshops throughout the year, including topics ush a Research Welberg, Working with Difficulty Materials and Online Research. The Research as the university soush as Research welberg, working with Difficulty Materials and Online Research. The Research as the university developed online tests training module, Code of Practice for Research and ethics A-Z. See ECI3. See ECI3. Raps and BDCSG reembership review is embedded in annual cycles of business. Focus groups and bespoke turveys were not carried out in this area. P/Manager training is yet to be implemented.	no further action
Research In Control of	Regulity Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct. Ensure managers report and address incidents of poor research integrity. Ensure managers report and address incidents of poor research integrity. Ensure managers report and address incidents of poor research integrity. Ensure managers act in accordance with employer and funder policies related to research integrity. Ensure researchers act in accordance with employer and funder policies related to research integrity. Ensure researchers act in accordance with employer and funder policies related to research misconduct. The control of the co	Training and Development Programme. See EG6(f) See EG3- all actions include provisions for PIs/Managers. See EG3- all actions include provisions for PIs/Managers. See EG3- all actions include section to ensure that training 'related to research integrity, and equality, devently and inclusion' is embedded into school culture - leading by example, advocate and promote. See EG3- all actions include provisions for Researchers. See EG3- all actions include provisions for Researchers. Complete restructure of RSW6 to RDC Steering Group - ensuring that governance is transparent. 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/IDI.		Dec 23 Nov 23 Nov 23 Nov 24 Every jul/Aug Dec 24	RS Reps/RDC SG Research Ethica And Integrity Officer DRSD DRSMES DRSD DRSMES DRSD DRSMES DRSD DRSMES DRSD RSG	tis show knowledge, understanding and application of EDI and Unconcious Bias training and Research Integrity Concretal. (ECIDARS Agg, 2021; Selk-vs. SRW BPS (2019) of Research Staff have rever heard of the Research Integrity Concretal. Successful delivery of 4 workshops per year, with materials added to dedicated CANVAS area and regularly monitored to ensure up to date, with an annual mean ang. Research staff for event satisfaction and content. See ECI3 - all actions include provisions for PRy/Managers. See ECI3 - all actions include provisions for PRy/Managers. See ECI3 - all actions include provisions for Researchers. Carry out annual review of 85 Reps and BIOC Steering Group members at end of each acidemic year, to ensure governance structure to fair, transparent and provisions. Focus Groups and begode survey data - starting point end of academic yr 2021-22, comparative year on year. At least SON of Phy/Managers to have completed the training in it's first year, with 30-25% increase acity year. At least SON of Research Staff will respond positively to Management questions in LOSP Able Survey, (Mg. 92.25% Sept 2021) Intermediate and reflect qualitative Research staff will respond positively to Management questions in LOSP Able Survey, (Mg. 92.25% Sept 2021)	COMPLETIO - RBIG hold institution-wide workshops covering these topics up to four times a year, in addition to offering 1:1 support. RSO and RBIG are collaborating on additional workshops, carried to the next action plan. See ECRIS See ECRIS NR has integrated this into the redeveloped appraisal process, now known as the Achievement and Development Review (ADR), and the Report - Support Tool, which allows for anonymous reporting. COMPLETIO - RS ripus group has rewritten their terms of reference, which is shared with new representatives during induction and reviewed annually. Additionably, RSO inductions now include tasks from teams including RBIG on ethics and integrity. See ECRI COMPLETIO - Restructure began at the RS reps group level, which feeds into the restructured Steering Group (BDCSG). The RSO'cin superal integrity as bed in May 2022. Further, RSO is working to strengthen the mechanism to recruit and replace RS reps and define a job description, to recruite equal representation across Schools at all times. PI/Manager training is under development by the Doctoral School and will be carried forward to the next action plan. In progress. The VIPM Anagers will be school RNA and Concretal. There remains a high turnow or Reps., although as alternous Reps. to the IRRIE Action RNA and Concretal. There remains a high turnow or Reps., although as alterous. RSO is the IRRIE Action RNA and Concretal. There remains a high turnow or Reps., although as alterous. RSO is action RNA and Concretal. There remains a high turnow or Reps., although as alterous. RSO is action RNA and Concretal. There remains a high turnow or Reps., although as alterous.	training (sector agg 50%) and 59% research integrity training (agg 50%). 60% have never heard of the Research Integrity Concordat (agg; 50%). 60% have never heard of the Research Integrity Concordat (agg; 45%). 45% of Research Integrity workshop attendees are managerial statistics. Fig. 160% of the concordance of t	no further action on further action

HRER Action Plan 2021-23





	University of Sussex HREIR Action Plan Nov 2021-23					UNIVERSITY OF SUSSEX 40 DETRIENES IN DESIGNES	
		Work with RSOr and DRSD to revise current Research Staff Reps ToR to adequately reflect the roles and responsibilities - to identify the relationship management of the Research		S Reps SOr/DRSD	Successful implementation of revised ToR, with an increased number of Reps- ensuring that all schools have representation - at least 2 NEW reps per school	COMPLETED - RS Reps Group has rewritten terms of reference, which is shared with new representatives during induction, and work is ongoing to introduce a role description and stronger recruitment process.	As above. No further action
504	Recognise and act on their role as key stakeholders within their institution and the	Community members and liasion with the University/institution.	Re	esearch Staff	by the end of the academic yr.		
ER4	wider academic community.					Additionally, interim informal meetings have been added to the yearly meeting schedules for RS Reps, in order to close feedback gaps and ensure all agenda items are discussed.	
Employ	yment ment and induction						
The airr	s of these obligations are to ensure recruitment of researchers is open and fair and researchers	archers receive effective inductions into the organisation.		000	E	E . 1000	CORPAGE AND ANY A CORP TO
		See ECI2		RSD RaKES	See ECI2	See ECt2.	CEDARS 2023: 93% of managers are confident using inclusive, equitable and transparent recruitment practices (sector agg:
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent		As	ssoc. Head of			92%).
	researchers, using fair and inclusive selection and appointment practices.		PY	VC-R			
_		a) Develop Induction Toolkit for PIs/Managers and school administrators to ensure	See Action 5 - Dec-22 Rt	so.	a) 80% of researchers are satisfied or very satisfied with the quality of the	 a) In progress - OD have developed a Managers Toolkit and a Welcome Pack for all staff, including a checklist for 	CEDARS 2023: 27% of research staff found their inductions at ongoing
		consistant messages and information are given to new Research Staff. Also, see ECR1.	Deliverable 5.1	esearch	University Induction.	line managers. RSO has revised its ECR induction and will be reviewing School-level ECR inductions in the next	the institutional level to be useful; 46% found their inductions at
		b) Create CANVAS area for new starters that have all relevant and up to date policy and	(partially M complete -	tanagers	(b) All eligible new research staff complete the	HREIR period, to create a coherent, consistent and complementary approach across UoS.	the department level to be useful; 42% found their inductions local to their role useful.
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	practice documents/information.	revised for new action		University induction within the first month of employment.	b) In progress - Canvas pages have been updated and are ready for further development and continued improvement. They will be part of a review of RSO web resources in the next reporting period.	All new researchers must complete mandatory training on
	community and are aware or policies and practices relevant to their position.		plan) and			improvement. They will be part of a review of KSO web resources in the next reporting period.	LearnUpon, and since October 2023 receive the Welcome Pack.
			Deliverable 6.1, 9.1 and		(CEDARS Agg 2021: 52% research staff found their departmental and local induction useful. 18% not offered any induction)		They are invited to a biannual RSO induction but these are not mandatory.
			Metric 9.b				
The airr	ition, reward and promotion as of these obligations are to ensure the fair and inclusive recognition of researchers as p						
		 a) RSO to link with Education and Research Programme, Culture and HR Strategy - working group for Career Progression for Research Staff and Appraisals. 	See Action 3 - Nov/Dec RS Deliverable 3.1 2023 DS	SOr SRD	a) Clear concept of how the University can support the reward and recognition of ECRs within the Research Staff Community, or identification of areas for	 a) COMPLETED - Academic progression committee's discussion was superseded by HR's newly revised ADR process for all staff, while RSO works with HR to ensure relevant training is rolled out to newly appointed research 	Each School is now mandated to include an EDI representative on all promotions and progression panels.
			H	RBPs	improvement in current initiatives - report to show evidence and impacts, with	staff.	
		 b) Linking with Athena SWAN, DORA and Academic Promotions Group to ensure value and recognition of Research Staff is included. 		VC-R ir. of R&E	suggestions - for implentation.	b) COMPLETED - RSO are represented on Athena Swan and DORA. Research-relevant sections have also been	DRSD was involved in consultations on the ADR review, and in HR's current review of promotions criteria.
				II. OI HOL	Two phases:	worked into the revised ADR and promotions processes via HR, as mentioned above.	· ·
		 c) Hold Inaugural Event to highlight the acheivements and research of research staff - linking with REF/RQI and Impact/Knowledge Exchange. 			Phase one: Reccommendation Phase Two: Implementation	c) COMPLETED - The Research Staff Showcase took place in 2022 as part of an RQI Research with Impact Day,	The ECR Symposium is established as part of the RSO calendar. Targets for attendance were unrealistic. Steps are in place to
	Provide clear and transparent merit-based recognition, reward and promotion					including Impact Awards. In 2023 it was developed into the one-day ECR Symposium, including two Centres of	improve engagement in the new action plan.
EI3	pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.				Review will be carried out as part of 10 yr Review.	Excellence keynotes, research image competition, Seed Fund showcase, diverse careers roundtable and a Dragons' Den pitching contest.	Sussex is on a par with or ahead of the sector - CEDARS 2023:
	er per second bit bett black the bett better				b) DRSD to attend all associated meetings - from Dec 2021 to Dec 2023.		56% say promotion pathways and processes at UoS are clear (sector agg: 49%). 53% say the institution has fair and inclusive
					c) Yr 1: One day event per year - held at UoS for Research Staff only - at least 2		opportunities for career advancement (sector agg: 43%). 39%
					RS per school with 60% RS attendance. Yr 2: Figures to increase by 50%.		agree promotions at UoS are based on merit (sector agg: 40%).
					(CEDARS Agg 2021: Agree Strongly + Agree: 25% Research Staff - Equitable Opportunities for career progression vs. BPS (2019) 27% Opportunities for		
					Opportunities for career progression vs. BPS (2019) 27% Opportunities for promotion and career progression)		
-		Evidence use of Managers Toolkit, especially 'Managing People and Teams' and	Dec-22 Di	RaKES	At least 50% of Pls/Managers evidence use of Org Dev toolkit in appraisals.	COMPLETED - OD has developed a comprehensive Managers Toolkit, which is made available to all managerial	Though not implemented, HR has suggested use of the no further action
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	'Developing Yourself as a Leader' resources: https://www.sussex.ac.uk/organisational-	Di	RSD	Action 50% of the International Control of the Cont	staff, and introduced a new ADR appraisals process in 2023.	Managers Toolkit be noted in ADR forms and followed up on in
Respon	sibilities and reporting	development/leadership-management		irg. Dev		 	1:1 meetings with line managers.
The airr	ns of these obligations are to ensure that researchers and their managers understand and		Revised Action Dec-22 Di	RaKES	At least 50% positive (agree/strongly agree) results in answer to questions	See EI6 and ER1	CEDARS 2023: 56% say promotion pathways and processes at ongoing
	Managers familiarise themselves, and work in accordance with relevant	See EI6 and ER1	8 H	RBPs	regarding Promotion and Progression processes are fair - see CEDARS Agg 2021	See EIG and EKI	UoS are clear (sector agg: 49%). 53% say the institution has fair
EM2	employment legislation and codes of practice, institutional policies, and the terms		PY	VC-R			and inclusive opportunities for career advancement (sector agg: 43%). 39% agree promotions at UoS are based on merit (sector
	and conditions of grant funding.						agg: 40%).
		See E16 and EM2	Revised Action Aug-22 D	RaKES	At least 50% positive (agree/strongly agree) results in answer to questions	See E16 and EM2	As above. no further action
	Researchers ensure that they work in accordance with, institutional policies,		8 A:	ssistant	regarding Promotion and Progression processes are fair - see CEDARS Agg 2021		
ER1	procedures and employment legislation, as well as the requirements of their funder.		Di	irector HR: D			
502	Researchers understand their reporting obligations and responsibilities.		PI	VC-R			
ENZ	management						
People							
People The aim	s of these obligations are to ensure that researchers are well-managed and have effective	e and timely performance reviews. See ECI3 and all of ECM	Nov-23 R	SOr	At least 50% of Pls/Managers to have completed the training, with 5-10%	COMPLETED - PIs/Managers will be auto-enrolled into essential OD training, with OD and HoS following up on	7% of current PIs undertook a Management Essentials no further action
People The aim	s of these obligations are to ensure that researchers are well-managed and have effective	e and timely performance reviews. See ECI3 and all of ECM		RSD	At least 50% of Pls/Managers to have completed the training, with 5-10% increase each year.	COMPLETED - Pis/Managers will be auto-enrolled into essential OD training, with OD and HoS following up on completion on a termly basis. In addition, the Doctoral School is developing PI/Manager training in the next	workshop in 2022-23. OD have set a target for engagement in
The airr	s of these obligations are to ensure that researchers are well-managed and have effective Provide effective line and project management training opportunities for managers	e and timely performance reviews. See ECI3 and all of ECM			increase each year.		
People The airr	s of these obligations are to ensure that researchers are well-managed and have effective	e and timely performance reviews. See ECI3 and all of ECM		RSD ssistant	increase each year. Immediate and reflective qualitative feedback from participants show they have found the training useful and applied methodologies successfully to their roles	completion on a termly basis. In addition, the Doctoral School is developing PI/Manager training in the next	workshop in 2022-23. OD have set a target for engagement in the next action plan. Although feedback is collected on each iteration, due to GDPR
People The aim	s of these obligations are to ensure that researchers are well-managed and have effective Provide effective line and project management training opportunities for managers	e and threely performance reviews. See ECI3 and all of ECM See ECM1	Di As Di O	RSD ssistant	increase each year. Immediate and reflective qualitative feedback from participants show they have	completion on a termly basis. In addition, the Doctoral School is developing PI/Manager training in the next action plan. See ECB and all of ECM.	workshop in 2022-23. OD have set a target for engagement in the next action plan.
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and report on, the engagement of researchers and their managers with er career development reviews. It is engage in regular career development discussions with their researchers, holding a career development review at least annually.	b) Share opportunities with Research Staff Community - writing blogs or feeding back with recommendations via Research Staff Reps citize career development michaes. Development of 8104 fool model/training and Development workshops and how to utilize effectively for PNs/Managers. Org. Dev. to advise RSO on how to deliver bespoke modules re-difficult conversations, management and care development support, appraisals and objective setting etc. And, promote via RSO web pages and direct mailing. See ECM1 and EM4 Engage with university annual appraisal process. (Appraisals carried out in Aug/Espt each year)	See Deliverable 7.1 and Metrics 7.2 (78 carried over to new action plan)	Oct-23 Dec-22 Dec-22 Annually - Oct	RSO Dev RSS Dev Assistant Director HR: OD Cortor HR: OD Co	GIDADES and Starff Survey data aboves that at least 23% of Research Staff are statisting an average of 5 all CPD days per year. 80% Research Staff encouraged to engage in personal and career development. Search Color Staff encouraged to engage in personal and career development. Search Color Staff encouraged to engage in personal and career development encouraged to engage in personal and career development. Search Staff encouraged to engage in personal and career development. Search Staff encouraged to engage in personal and career development. 75% RI/Manager attendance on either/hosh ISOS RDF training end/or Usb Org. Dev. Training. 90% Immediate and reflective positive feedback from Plu/Managers that course meets needs and gives relevant tools for effective anisagement. Search Staff within schools that have completed training cause. Comparative numbers of Pliy/Managers to Research Staff within schools that have completed training cause. A least 80% of Research Staff will respond positively to Management questions in Usb Public Survey, Plags 52.5% Sept 2021 Monitorial annually. Camparative numbers of Pliy/Managers to Research Staff within schools that have completed training cause. A least 80% of Research Staff will respond positively to Management questions in Usb Public Survey, Plags 52.5% Sept 2021 Monitorial manually. Camparative numbers of Pliy/Managers to Research Staff within schools that have completed training cause. A least 80% of Research Staff will respond positively to Management questions in Usb Public Survey, Plags 52.5% Sept 2021 Monitorial manually. Camparative numbers of Pliy/Managers to Research Staff within schools that have completed training cause. Lange 100 of Research Staff will respond positively to Management questions in Usb Public Survey, Plags 52.5% Sept 2021 Monitorial manually. Camparative numbers of Pliy/Managers to Research Staff within schools that have completed training cause.		Unit VERLET CONTROLLED TO THE CONTROLLED THE CON	appraish or staff review in the last two years (sector age 28%), of which 50% found these usfull (gg. 55%), 28% have regular formal career development reviews with their managers or supervisors (agg. 39%). See above	ongoing ongoing ongoing ongoing ongoing
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nd leadership			every semester	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.		a) In progress - RS Reps and ROCSG members are surveying Schook to assess how ECR treathing hours and informal supervision are applied and recognised, with the aim of formalising in the next reporting period. The promotions criteria currently under review will reflect research saff activities. b) In progress - A practical workshop on drafting a Personal Development Plan has been built into RSO inductions, and current development discussions added to ADR appealable.	CEDARS 2023: 31% of research staff have a clear career development plan (sector agg: 39%) and 44% maintain a formal record of CPD (agg: 60%).	ongoing
oligations are to provide researchers with opportunity to progress in their care	ers by developing their research identity and leadership capabilities.								
researchers with opportunities, and time, to develop their research identity									
der leadership skills. Is identify opportunities, and allow time (in addition to the 10 days raid development allowance), for their researches to develop their research and drouder leadership skills, and provide appropriate credit and recognition endowners.	See PCDM3		Annual Review - Nov	PIs/Managers DRaKES RSOr/DRSD	CEDARS and Staff Survey data shows that at least 25% of Research Staff are straining an average of 5:10 CPU days per year. Soff Research Staff encouraged to engage in personal and career development. See CEDARS Agg 2021 - 15% of Research Staff have sports 10 or more days on training and professional development activities and 27% have sports less than one day on CPU. BRS (2015): 71% Research Staff encouraged to engage in personal and career development.		In progress - There is ongoing work being done across UsS through RDCSG aimed at recognising and crediting enformal supervision and teaching that research staff undertake. This will be built into the HR promotions other as a result of Concretal discussions. See PCDM3.	See PCDM3. Worth noting here that CEDARS 2023 shows too's in on a par with the sector – 47% of research staff feel appropriately recognised for their contributions to the institution (sector agg. 49%), while 56% feel valued at work (agg. 59%).	ongoing
er annual in landarship and management training to enhance their sources.	See ECM1		Dec-22		Comparative numbers of PIs/Managers to number that have completed training		See ECM1 and EI4.	See ECM1 and EI4.	no further action
r orgage in excessing anomalism excession and are recognized to a compare the common seen, and to promote a positive attitude to professional development. Here to seek out, and engage with, opportunities to develop their research and broader leadership skills	Engage with RDF and/or Org. Dev. training - which can be linked to PCDR3a		Annually - Dec	DRaKES RSO Org. Dev	course. Monitored annually 75% of Research Saff have an awareness of the support provided for career and professional development and 50% have a clear development plan. See CEDARS Agg 2021: 67% of Research Staff have an awareness of the support provided for career and professional development. Agg 40% have a clear development plan.		COMPLETE D - RSD inductions now include discussion of opportunities to develop research identities and leadership skills, CDD has introduced Management Esemblah training, and changes to the ADR process have embedded opportunities for self-reporting.	CDARS 2023: 53% of respondents are aware of the support provided for development (sector age; 55%), 31% have a clear career development plant (sector age; 25%), and 44% maintain a formal record of 10% (age; 60%). Additionally, the RS Reps' proposal on recognition of informal supervision undertaken by LCRs is evidence that research staff seek out badearbly pois and experience.	no further action
bligations are to recognise, value and prepare researchers for the wide range	of career ontions available to them within and beyond research								
te that moving between, and working across, employment sectors can bring	Foster synergies with Innovation, Business and Partnerships team, within the Research and Enterprise Division, and develop resources (ie toolkit/web page) to promote opportunities with external partners.			RSOr/RDC	Successful identification of opportunities and agreement of best practice to share information with Research Staff Community. Launch of initiative and data (web hit/download) to show Research Staff actively using service.		Given limited RSO resource during the UoS restructure, this item has been carried forward to the next action plan.		carried forward
rs support researchers in exploring and preparing for a diversity of careers, pile, through the use of mentors and careers professionals, training, and rents.	See ECM1 - highlighting the use of the RDF and other career development tools.		Dec-22	Pls/Managers DRaKES	Comparative numbers of Pis/Managers to Research Staff within schools that have completed training course. At least 80% of Research Staff will respond positively to Management questions in USS Pulse Survey. [Avg. 52.5% Sept 2022] Monitored annually		In progress: This action has been built into the revised ADR process, and is also included in induction materials produced by SSO, who in ongoing to promote the DO mentoring between among research staff and ensure it meets their needs. Research staff have access to 1.1 sessions with a professional coach funded by KSO.	See ECM1. Worth noting here that in CEDARS 2023, 28% of research staff are considering non-academic careers (sector agg: 27%).	ongoing
ners explore and prepare for a range of employment options across different such as by making use of mentors, careers professionals, training and nents.					,				
	Commercialisation opportunities - that promote collaboration across disciplines and schools b) Identify external funding opportunities - using the RSO Funding and Fellowships web				At least 50% of research staff have been able to engage with Krowkedge Eachange, Policy Development, Public Engagement and Commercialisation.		a) Carried forward. b) COMPLITED - RSO regularly promotes funding opportunities via social media, newsletter and a research staff Teams channel.	Research staff levels of interest (have/want to) in engaging in various section of the research system are as follows: - Commercialisation £4% - Commercialisation £4% - Knowledge exhibiting £5% - Rublic engagement £0% - Public engagement £0% - Citten science or creation of research with society 63% - Experience of other employment sectors 57% - Experience of other employment sectors 57% - Secondiment/Jaccement in other sector of employment 56% - Secondiment/Jaccement in other sector of employment 56%	carried forward
ners and bliga to r ice t	spage in leadership and management training to enhance their personal, and to promote a positive attitude to professional development. to seek out, and engage with, opportunities to develop their research to seek out, and engage with, opportunities to develop their research broader leadership skills stored readership skills stored readership skills stored readership skills stored readership skills stored researchers for the wide range, and the stored readership skills stored are to recognific, value and prepare researchers for the wide range, that moving between, and working across, employment sectors can bring essents and essearchers, and support opportunities for researchers to his, sport researchers in exploring and preparing for a diversity of careers, through the use of mentiors and preparing for a diversity of careers, through the use of mentiors and careers professionals, training, and septime and prepare for a range of employment options across different as by making use of mentiors, careers professionals, training and septime and prepare for a range of employment options across different as by making use of mentiors, careers professionals, training and septiment of the properties of develop their awareness and experience of seasch system through, for example, knowledge exchange, policy	Ingage with RDF and/or Org. 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Through the use of mentors and careers professionals, training, and A Proactively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation opportunities - that promote collaboration across disprises and schools Commercialisation opportunities - that promote collaboration across disprises and schools.	spage in leadership and management training to enhance their personal pure of personal and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their research to seek out, and engage with, apportunities to develop their researchers to the search and researchers, and support apportunities for researchers to to though the use of mentors and coreer professionals, training, and to seek out, and develop resources (in tooksity-web page) to promote apportunities the searchers in exploring and proparing for a diversity of coreers, through the use of mentors and coreer professionals, training, and to seek out and ended to the RDF and other career development tools. 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See ECM1 - highlighting the use of the RDF and other career development tools. 1 Proscrively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation apportunities - their promote collaboration across disciplines and schools 2 Proscrively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation apportunities - their promote collaboration across disciplines and schools 3 Proscrively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation apportunities - their promote collaboration across disciplines and schools 3 Proscrively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation apportunities - their promote collaboration across disciplines and schools 3 Proscrively identify Knowle	spage in leadership and management training to enhance their personal pure to provide a positive attribute to professional development. If gage with RDF and/or Org. 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