The University of Sussex (UoS) is a globally renowned research-intensive university employing 3,491 staff, of which 912 are research staff at UoS (ESCs), 529 are professional support staff, 912 are registered for research degrees, and 529 are non-staff who are a known as executive support staff. The institutional audience includes all 3,491 UoS staff, with a focus on ESCs and professional support staff. The action plan is developed by the Sussex Researcher School (SRS), with a version tailored for managers of PGRs. Once that is in place, a version will be tailored for managers of PhD supervisors. The action plan supports 7% of current PIs undertaking a Management Essentials workshop in 2022-23.

**Research culture**

- **Institutional goal:** To work towards an open and inclusive research culture.
- **Expected outcomes:**
  - Researchers and their supervisors are inclusive, transparent, involving researchers and PIs/managers as key stakeholders in any relevant reviews.
  - Researchers are aware of the Concordat.
  - Researchers and their supervisors are supportive of and proactive in promoting the Concordat.
  - Researchers and PIs/managers are aware of relevant policies and procedures.
  - Researchers and PIs/managers are aware of relevant staff support.
  - Researchers and PIs/managers are aware of relevant support for wellbeing.

- **Institutional audience:** All 3,491 University of Sussex staff, with a focus on ESCs and professional support staff.

**Wellbeing and mental health**

- **Institutional goal:** To ensure broad understanding and awareness of the Concordat amongst researchers.
- **Expected outcomes:**
  - Researchers and PIs/managers are aware of the Concordat.
  - Researchers and PIs/managers are aware of relevant policies and procedures.
  - Researchers and PIs/managers are aware of relevant support for wellbeing.

- **Institutional audience:** All 3,491 University of Sussex staff, with a focus on ESCs and professional support staff.

**Promotions and development**

- **Institutional goal:** To ensure institutional policies and processes related to promotions continue to support both ECRs and PGRs.
- **Expected outcomes:**
  - Researchers and PIs/managers are aware of relevant policies and procedures.
  - Researchers and PIs/managers are aware of relevant support for wellbeing.

- **Institutional audience:** All 3,491 University of Sussex staff, with a focus on ESCs and professional support staff.

**Concordat referencing**

- **Institutional goal:** To ensure Concordat references are promoted, including in promotional materials and terms and conditions of all UoS research staff contracts.
- **Expected outcomes:**
  - Researchers and PIs/managers are aware of the Concordat.
  - Researchers and PIs/managers are aware of relevant policies and procedures.
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- **Institutional audience:** All 3,491 University of Sussex staff, with a focus on ESCs and professional support staff.

**Research Staff Development**

- **Institutional goal:** To ensure all relevant staff are aware of the Concordat.
- **Expected outcomes:**
  - Researchers and PIs/managers are aware of the Concordat.
  - Researchers and PIs/managers are aware of relevant policies and procedures.
  - Researchers and PIs/managers are aware of relevant support for wellbeing.

- **Institutional audience:** All 3,491 University of Sussex staff, with a focus on ESCs and professional support staff.

**Institutional audience:**

- University of Sussex
- Sussex Researchers School
- ECRs
- Professional Support Staff

**Notes:**

- The University of Sussex is a key stakeholder in the Concordat in the sector.
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**Concordat Referencing**

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- **Institutional audience:** All 3,491 University of Sussex staff, with a focus on ESCs and professional support staff.
The aims of these obligations are to ensure managers and researchers are trained in awareness and adopt practices enhancing equality, diversity and inclusion.

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.

The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.

Promote a healthy working environment promotes effective management of workloads and people.

Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.

Ensure managers consider flexible working arrangements that support researchers' wellbeing and mental health.

Ensure researchers take positive action towards maintaining and supporting mental health.

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<td>Promote the use of the Staff Wellbeing Hub and other resources to support good mental health and wellbeing.</td>
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<td>Continue to develop REO ethics and induction training for ECRs, to be completed one to one tailored induction, and further develop REO induction to ECRs.</td>
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<td>Embed annual review of ToR and membership into RDCSG and Schools, to ensure wider take-up of successful initiatives.</td>
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**People management**

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<td>ER3</td>
<td>Responsibilities and reporting</td>
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<tr>
<td>ER4</td>
<td>Support all new starters to be enrolled on the new RDCSG system and provide clear and transparent information on how to access and use it.</td>
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**Responsibilities and reporting**

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<th>The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.</th>
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<td>EI2</td>
<td>Managers familiarise themselves, and work in accordance with institutional policies, codes of practice, institutional and local guidelines, and are aware of policies and practices that give rise to underrepresentation and barriers.</td>
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<td>EI3</td>
<td>The aims of these obligations are to ensure that diverse researcher contributions are fully reflected and recognised.</td>
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**Recognition, reward and promotion**

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All researchers serving three years on contracts are
The previous action plan suggested 365
- OD Asst Dir, HoS
See EI4 success measures.

Championing professional development
Professional and Career Development
The aim of this obligation is to improve the job security of researchers.
Job security
researchers will pursue careers
professional development pro
minimum of 10 days
culture, through annual
researchers, for example

Managers undertake relevant
time for

Managers activity engage in

Research positively engage with

Seek to increase the

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The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.

PCDM1
- Career development reviews
- Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.
- Support taking ownership of career development through participating in PDP review meetings.
- Provide coaching and mentoring opportunities through SRS and OD, developing through use of OD Managers Toolkit, Management Essentials workshops and associated LearnUpon e-learning modules.
- Increase % of researchers who undertake 5-10 days CPD per pro rata per year.

PCDM2
- Staff Career Manager, Manager, SRS Info Coord, HoS, SRMs
- Asst Dir, HR Asst Dir
- DRaKEs, RD Mgr, DRSD
- DeSRS, DSRD
- Dir
- Head of SRS, RES

The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.

PCDM3
- Career development reviews
- Ensure that researchers have discussions with their managers with researcher and manager encouragement.
- Provide coaching and mentoring opportunities through SRS and OD, developing through use of OD Managers Toolkit, Management Essentials workshops and associated LearnUpon e-learning modules.
- Increase % of researchers who maintain a record of CPD.

PCDM4
- Staff Career Manager, Manager, SRS Info Coord, HoS, SRMs
- Asst Dir, HR Asst Dir
- DRaKEs, RD Mgr, DRSD
- DeSRS, DSRD
- Dir
- Head of SRS, RES

The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.

PCDM3
- Career development reviews
- Ensure that researchers have discussions with their managers with researcher and manager encouragement.
- Provide coaching and mentoring opportunities through SRS and OD, developing through use of OD Managers Toolkit, Management Essentials workshops and associated LearnUpon e-learning modules.
- Increase % of researchers who maintain a record of CPD.

PCDM4
- Staff Career Manager, Manager, SRS Info Coord, HoS, SRMs
- Asst Dir, HR Asst Dir
- DRaKEs, RD Mgr, DRSD
- DeSRS, DSRD
- Dir
- Head of SRS, RES

The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.

PCDM1
- Career development reviews
- Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.
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<table>
<thead>
<tr>
<th>Action</th>
<th>Expected Output</th>
<th>Current Progress</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase % of researchers who have time to develop leadership skills (CEDARS Q35.8: 27%)</td>
<td>Present</td>
<td>Yes</td>
<td>Increase % of researchers who have time to develop leadership skills (CEDARS Q35.8: 27%)</td>
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<tr>
<td>Managers support researchers in exploring and preparing for a range of career options available to them within and beyond research (Principle Investigator/Manager of Researchers)</td>
<td>To develop opportunities for researchers to engage in leadership exchange through collaboration with partners in the Network of Centers for Emerging Leaders.</td>
<td>Present</td>
<td>Maintain or increase % of researchers who have opportunities to engage in wider professional exchange (CEDARS Q35.7: 44%) and research identity (Q35.8: 27%).</td>
</tr>
<tr>
<td>Researchers consider opportunities to develop their skills and knowledge through engagement in leadership exchange and public engagement (Research Development and Initiatives)</td>
<td>To identify opportunities for researchers to engage in leadership exchange through collaboration with partners in the Network of Centers for Emerging Leaders.</td>
<td>Not applicable</td>
<td>Maintain or increase % of researchers who have opportunities to engage in wider professional exchange (CEDARS Q35.7: 44%) and research identity (Q35.8: 27%).</td>
</tr>
<tr>
<td></td>
<td>To continue to develop opportunities for researchers to engage in leadership exchange and public engagement through ECR Symposium, Workshop on the UK Research Environment, across all 10 Universities, and one workshop on the UK research environment, across all 10 Universities, through the University of Sussex.</td>
<td>Not applicable</td>
<td>Maintain or increase % of researchers who have opportunities to engage in wider professional exchange (CEDARS Q35.7: 44%) and research identity (Q35.8: 27%).</td>
</tr>
<tr>
<td></td>
<td>To improve attendance and positive feedback for Sussex ECR Symposium, Workshop on the UK Research Environment, across all 10 Universities, and one workshop on the UK research environment, across all 10 Universities, through the University of Sussex.</td>
<td>Not applicable</td>
<td>Maintain or increase % of researchers who have opportunities to engage in wider professional exchange (CEDARS Q35.7: 44%) and research identity (Q35.8: 27%).</td>
</tr>
<tr>
<td></td>
<td>To provide appropriate credit and recognition for their research achievements (Achievement and Development Review)</td>
<td>Not applicable</td>
<td>Maintain or increase % of researchers who have opportunities to engage in wider professional exchange (CEDARS Q35.7: 44%) and research identity (Q35.8: 27%).</td>
</tr>
</tbody>
</table>

The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct academic research. The purpose of the Concordat is to provide a framework for the development of policies and practices to support the professional development of researchers. The Concordat is designed to promote the professional development of researchers, enhance their personal and professional development, and ensure that they are appropriately supported and recognised for their contributions to the research process and the wider research system.