

	2019 to 2021 Backward Looking Action Plan	Deadline and Responsibility	Gap Analysis - Current Status/Updates - November 2021
<b>Action 1.</b>	<b>Sector awareness &amp; review: HREIR Assurance, Implementation and Update processes</b> <b>2008 Concordat Principle: 7 Implementation &amp; Review</b> <b>Action History: Expanded from 2017-21 plan (#35; #36)</b>		
<b>1.1 Deliverable:</b>	<b>To complete the HREIR assurance reviews listed below by September 2020 and present recommendations via a report to the October 2020 meeting of the University's Research &amp; Knowledge Exchange Committee (RKEC)</b>	<b>By 31 Oct 2020</b>	<b>Carried forward</b>
<b>Milestone:</b>	Review HREIR assurance / implementation mechanisms in the current University context, and if deemed necessary develop alternative approaches to ensure "buy-in"/ownership of actions and reporting mechanisms	RSO / Director R&E / (D)PVC-R / DRSD / RSWG / DPVC-EDI / Director HR	Revision of paper originally presented to RaKE by RSO predecessor was submitted for approval on 20 Oct 2021.  The new version also requested approval for Research Staff Working Group to be restructured and revised ToR to be written for both RSO committees, to align with 2019 Concordat.  RaKE, including PVC-R for Research and Enterprise, approved all requested changes:  - re-writing of the Terms of Reference for both groups, to align with 2019 Researcher Development Concordat.  - renaming of the Research Staff Working Group (RSWG) to the Researcher Development Concordat (RDC) Steering Group.  - restructure of the RSWG, to bring it more in line with the requirements and obligations of the HREIR award and Researcher Development Concordat.  Changes are due to be delivered by next meeting in January 2022.
<b>1.2 Deliverable:</b>	<b>Update the implementation/assurance process at least 3 times a year and report any significant challenges/risks via reports to RKEC and other relevant Institutional groups thereby ensuring effective oversight, monitoring and feedback. The three review dates will be determined following the RKEC meeting in October.</b>	<b>From Oct 2020 (depending on RKEC)</b>	<b>Carried forward</b>
<b>Milestone:</b>	Implement updated systems / procedures to ensure institution monitors progress and delivers to CIP action plan	RSO & others TBD based on outcomes from 1.1	Reporting schedule agreed: Research Staff Reps/RSWG/RaKE - Each Semester HREIR Action Plan PRG - 2 times per year (Q2 & Q4) Vitae/Concordat Annual Report (TBC) HREIR Review - Every 2 years (Q4 - Nov)
<b>1.3 Deliverable:</b>	<b>The RS community and relevant stakeholder groups to receive regular communications, at least 3 times a year (as per the timetable in 1d above), to raise awareness of progress, activities and successes</b>	<b>On-going from October 2020</b>	<b>No further action</b>
<b>Milestone:</b>	Continue to update and engage with the RS community and stakeholder groups via multiple means: - regarding progress against the CIP - seeking feedback to inform reviews / setting the focus of new actions	RSO	RSO produces monthly newsletter - The Sussex Researcher and holds regular meetings with Research Staff Reps and RSWG.  The Dir. Reseach Staff Development/RSWG Chair now member of RaKE Committee, which directly reports to University Leadership Team (ULT)/University Executive Group (UEG) - provides update report.  RSO web pages updates to provide news and events, with other University Internal Comms.  > <b>As of Nov 2021 - The RSO has 400 members of the RS on the email distribution list</b> > <b>The Sussex Researcher Newsletter is sent to both Prof. Services and RS = Avg. 470 opens per month</b>
<b>1.4 Deliverable:</b>	<b>1. Capture and analyse RS community feedback to determine whether the HREIR action plan has had a positive impact and use feedback to shift, shape and change future actions.</b> <b>2. Complete BPS in 2021, with response rate from at least 25% RS community</b> <b>3. Results analysed and communicated to RS Community, Schools and relevant University Committees within 6 weeks of survey completion</b> <b>4. Actions identified and incorporated into Concordat Implementation Plan</b>	<b>(starting Sep20)</b> <b>Next BPS 2-3Q21 (exact date TBD)</b>	<b>Carried forward</b>
		RSO	Unable to deliver BPS Survey due to absence of RSO.  This deliverable has now been revised and is no longer applicable. The new RSO has indentified issues surrounding researcher engagement, in relation to feedback and surveys. It is felt that there is 'survey fatigue' and it would be more productive for the RSO to engage with other surveys to elicit data.  Use of the internal UoS Staff Survey will be used, and the new RSO will contact HR to request the RSO has specific questions in 2022 survey. The use od CEDARS will also implemented in 2022, which will determine a majority of success measures for HREIR Action Plan 2021-23. The RSO will also continue to gather feedback from events, training and development sessions and committee meetings.  UoS Staff Survey has been launched - RSO to discuss outcomes/results with RS Reps and RSWG members to identify areas for improvements and inclusion in the HREIR Action Plan - mid Nov 2021.

<b>Action 2.</b>	<b>Sector awareness &amp; review: Synergise with other relevant institutional action plans</b> <b>2008 Concordat Principle: 7 Implementation &amp; Review</b> <b>Action History: New</b>		
<b>2.1 Deliverable:</b>	<b>Enable joined up policy improvements and effective cross-team collaboration and communication through co-membership in relevant stakeholder groups</b>	Ongoing (already begun at point of CIP submission, Nov19)	<b>Ongoing</b>
<b>Milestone:</b>	Ensure groups/SATs involved in developing and delivering action plans for other institutional awards are aware of the HREIR action plan and opportunities for overlap. Particularly: - The institutional Athena Swan award - The institution adopting the 2019 Concordat	RSO / RSWG / RKEC / Athena SWAN SAT	RSOr has reinstated membership to Athena SWAN and is attending meetings. RSOr has also contacted Head of EDI committees to request membership to the various groups - waiting for response.
<b>2.2 Deliverable:</b>	<b>1. Enable joined up policy improvements and effective cross-team collaboration and communication through comembership in relevant stakeholder groups</b> <b>2. Paper on institutional adoption of RD Concordat submitted to RKEC by Spring (Feb) 2020</b>	31-Mar-20	<b>No further action</b>
		RSO / RSWG / RKEC / Athena SWAN SAT	See 1.1
<b>2.3 Deliverable:</b>	<b>Orphan actions to be presented to RD Concordat group by July 2020 who will determine whether they are incorporated or removed from the</b>	July 2020 onwards	<b>No further action</b>
<b>Milestone:</b>	As other Institutional action plans develop, consider whether "orphan" actions from previous iterations of the HREIR action plan can be revisited/ actioned		2019-21 Action Plan and 6 year Review successful.
<b>Action 3.</b>	<b>University RD Strategy: High level overarching University Professional Development Strategy for Research-active staff</b> <b>2008 Concordat Principle: All</b> <b>Action History: Carried from 2017-21 plan (#1; #8; #10; #16; #20; #22; #23; #43) &amp; informed by BPS</b>		
<b>3.1 Deliverable:</b>	<b>To create an action plan by 30 September 2020 detailing how the University will develop a University Research Staff Development Strategy. This will be considered for approval by RKEC in October 2020</b>	30 Sep 20	<b>Carried forward</b>
<b>Milestone:</b>	Take the ambitions set out in the Sussex 2025 Strategy (particularly those under the Research with Impact Pillar), and combine with the University of Sussex "Principles for University of Sussex Researcher Development", existing University "Research Staff Professional Development Guidance", and the new Concordat principles, expectations and requirements to formulate a strategy to cover how the University will support research-active academics (including, but not limited to RS on Research-only contracts) with their career development as: - Excellent individual- and team- Researchers - Supervisors/ Managers of Research Students - PIs/ Managers of Research Staff / Technical Staff - Emerging Research Leaders	RSO / Director R&E / (D)PVC-R / Provost / HR / RSWG / RKEC, Schools (consulting with: Head of Doctoral School and Director of Student Experience for continuum reaching back towards students)	See E13
<b>3.2 Deliverable:</b>	<b>1. Strategy document to be created and reviewed by RKEC by 31 October 2020</b> <b>2. Implementation plan drafted and reviewed by RKEC by 31 December 2020</b>	31 Jul 20  31 Dec 20	<b>No further action</b>
		RSO / Director R&E / (D)PVC-R / Provost / HR / RSWG / RKEC, Schools (consulting with: Head of Doctoral School and Director of Student Experience for continuum reaching back towards students)	This deliverable is no longer relevant, as this does not align with the new 2019 concordat and no progress was made during the last review period - due to staffing/gaps in provisions.  However, the new RSO will be undertaking an Environment Scan of the University, including a detailed stakeholder analysis with identification of good practice examples across other departments/areas that can be shared.  Data from this review will form a detailed Project Plan for the RSO and inform future strategies, and create contact list which will help inform relationship matrix for internal RSO use and sharing amongst Research Staff Community.
<b>3.3 Deliverable:</b>	<b>Creation of report with analysis and recommendations whether to take up APAs or not. Report will be submitted to RKEC by 31 October 2020</b>	31 Jul 20	<b>No further action</b>
			This deliverable is no longer relevant, as this does not align with the new 2019 concordat and no progress was made during the last review period - due to staffing/gaps in provisions.
<b>3.4 Deliverable:</b>	<b>Strategy document published to University website by 30 April 21</b>	30 Apr 21	<b>No further action</b>
			See 3.2
<b>3.5 Deliverable:</b>	<b>Create a suite of L&amp;D provision/ programmes such that all research-active academics at the University have access to relevant, research-focused development support that they can include/reference in their Personal Development Plans section of their appraisal documentation</b>	by Sep 2025 2021 onwards	<b>Carried forward</b>
<b>Milestone:</b>	Develop plans to bring strategy to operational practice, and implement (All reference documents attached in Appendix: page 16)		This deliverable has been revised and integrated into various obligations within the 2021-23 Action Plan.  The RSO has worked with the RDC to clean up RSO webpages and Canvas area to provide access to resources for researchers, PI/managers and Professional Services Staff. This is an ongoing task and reviewed regularly.
			> <b>Training and Development Webpage: 3% increase in views from 2019 to 2020</b> > <b>Researcher Development Framework webpage: 10% increase in views from 2019 to 2020</b> > <b>One-to-One Coaching Webpage: 7% increase in views from 2019 to 2020</b> > <b>OVERALL: 6% increase in views from 2019 to 2020</b>
<b>Action 4.</b>	<b>Employment &amp; Reward Practices: Fixed-term contract management</b> <b>2008 Concordat Principle(s): 1 Recruitment &amp; Selection and 2 Recognition &amp; Value</b> <b>Action History: Carried from 2017-21 plan (#2)</b>		

	<b>NB – this links with Action 2: Adopting the new Researcher Development Concordat and Athena SWAN work</b>		
4.1 Deliverable:	Creation of documents listed in (a) and submission to RSWG before being fed into the new Concordat gap analysis group. <b>Recommendations should be presented to the HR Committee for discussion and decision</b>	by 31 Dec 20	Carried forward
Milestone:	Review sector alternatives to F-T contracts, make recommendations and roll into activities involved in Institution adopting the new RD Concordat  Maintain watching brief/cross inform Institutional Athena SWAN action plan item on fixed-term contracts (see page 9)	RSO	Report partially completed in July 2020, but now out of date and will need revising to account for impacts of COVID/pandemic.  The issues are still a concern to the RS Reps and RSWG and was raised in the Summer meetings.  See PCDR3.  As this does not transfer to new 2019 Concordat Obligations/Action Plan - this is considered 'Revised and Completed'.
Action 5.	Support for PIs/ Researcher Managers: On-boarding of RS 2008 Concordat Principle(s): 1 Recruitment & Selection and 2 Recognition & Value Action History: Building on original from 2017-21 plan (#3; #4) & informed by BPS <b>NB – this links intimately with Action 3 and 2B</b>	by 30 Sep 20	
5.1 Deliverable:	Updated information to be disseminated to PIs and Schools and uploaded to RSO webpages		Carried forward
	Work with HR, the Schools, individual PIs and RS to : :: Promote the use of start of contract documentation to help set up good practice and ensure all are on the "same page" when a new member of RS starts. Share data from BPS with Schools (and request this is cascaded to PIs) regarding current level of take up, benefits of discussions reported by researchers, down sides of non-adoption  :: Promote the routine use of inductions to help with the on-boarding/orientation of staff – even if simply moving between departments  :: Ensure that all RS are aware that they are able, and encouraged, to engage with CPD activities (guideline from the 2019 Concordat to support Career Development is 10 days/year) – whatever "flavour" that might be (formal training sessions; attending conferences; networking...)  Work with Schools, RSO and HR to: ::develop mechanism to identify and reach out to PIs/ Managers of Researchers that will have new members of staff working with them to share relevant templates	RSO / HR / School HR Business partners, Schools, PIs	See E12
5.2 Deliverable:	Disseminate good practice to targeted staff in ALL schools through F2F meetings or electronic comms		No further action
			RSO has developed good working practices with other areas of the University, including the Research and Enterprise Coordinators and Administrators in each of the schools and Organisational Development.  Regular meetings are now held to share information and ideas - in order to raise awareness of upcoming events and consider potential areas for collaboration.
5.a Metrics:	At least 12 presentations made (1 per School) and feedback received from at least 1 representative per School e.g. Head of School, Head of Department, School Head of PS.	3-4Q20 (depending on people and meeting schedule over summer)	Carried forward
		RSO / Central HR / School HR Business Partners	Revised to align with 2019 Concordat - see EC1.  Please note: this has also been revised due to social distancing restrictions.
5.3 Deliverable:	1. Creation of a report by Sept 2020 listing all PIs/Managers of Researchers 2. Once created, report to be run at regular intervals (preferably monthly) in order for RSO to disseminate info to PIs.		No further action
			See 3.2
5.b Metrics:	Information sent to all PIs on list provided by HR Business Partner or RSO	3-4Q20 (depending on people and meeting schedule over summer)	No further action
		RSO / HR / RDO / Schools	List has been developed and is used for targeting Training and Development sessions, relevant Researcher Development sessions and other general communications - managed by the Researcher Development Coordinator.
5.c Metrics:	Regular and effective communication from RSO and key contacts in Schools will lead to increase in PI awareness of best practice templates leading to expected increase in utilisation of templates, measured through PI survey (to be conducted by March 2021) and BPS (conducted by September 2021). Aim for 70% satisfaction levels from ECRs over next two cycles of BPS, with overall aim to achieve 85% satisfaction levels by 2025	4Q20-1Q21  Next BPS 2-3Q21 (exact date TBD)	Carried forward
		RSO / DRKEs / School administrators / School leadership teams / RS Reps	ECM1 to 5 - in particular ECM4
Action 6.	Support for PIs/ Researcher Managers: To be excellent managers/ leaders of RS 2008 Concordat Principle(s): 2 Recognition and Value and 3 / 4 Support and career development and 5 Researchers Responsibilities Action History: Carried from 2017-21 plan (#10; #11; #14) & informed by BPS <b>NB – this links intimately with Action 3 and 2B</b>		

6.1 Deliverable:	Creation of a repository on Box by 30 September 2020 to contain an analysis of (1) sector best practices and (2) feedback from internal stakeholders listed above; this will be accessed by various team members in RES and OD and used to inform our understanding of internal PIs preferences and unmet needs plus feed into review of provision described in deliverable below for (c).	By 30 Sep 20	Carried forward
6.a Metrics:	Target feedback of 40% response rate.		Carried forward
Milestone:	Develop and deploy a suite of materials to support PIs develop their staff-management, leadership and career development skills. Adopt sector best practice where possible, and look to improve the RS appraisal & promotion process  Linking in with the action plan associated with institutional adoption of new RS Concordat - measure and seek to increase PI engagement with existing and developing L&D support/programmes in this area	RSO / OD / RES linking with various communities	ECM1 to 5
			> Principal Investigators Webpage: decrease of 17% in views from 2019 to 2020
6.2 Deliverable:	Following on from deliverables (a) and (b) above, produce a gap analysis by 30 September 2020 to identify where new provision is required.	By 30 Sep 20	Carried forward
		RSO and OD	ECM1 to 5
6.3 Deliverable:	Production of tailored promotional materials by 30 Sept 2020. Method of measurement will be developed as part of the new RS Concordat action plan, in interim period ad hoc methods such as mini-surveys will be used to ascertain awareness/engagement.		Carried forward
6.b Metrics:	Surveys will be emailed to all PIs and target response rate to mini-surveys will be 40%	By 30 Sep 20	
		RSO / OD (potentially linking with internal comms)	ECM1 and ECM2
6.4 Deliverable:	Development of action plan / proposal for additional resourcing rolled into ACTION 3	31 Dec 20	No further action
		RSO & OD	See 3.2
Action 7.	Support for RS: Promoting themselves and their research 2008 Concordat Principle: 2 Recognition and Value and 3 / 4 Support and career development and 5 Researchers Responsibilities Action History: Building on 2017-21 plan (#12) & informed by BPS <b>NB – this links intimately with Action 3 and 2B</b>		
7.1 Deliverable:	a) Delivery of suite of workshops/L&D support for RS to skill up in terms of promoting themselves and their research. b) Demonstrated community engagement with the activities evidenced through significant attendance, and success of workshops evidenced through positive feedback. c) Further programme of activities developed based on direction set by RS community d) Materials from peer-interviewing created and posted on internal and/or externally accessible digital sites	30 Sep 20  Materials on site by 31 Dec 20	No further action
Milestone:	Build on the success of "Spotlight" activities to foster a culture where RS are comfortable and confident talking about their research and experiences, and become used to actively promote themselves and their research	RSO / RS, University Comms, Life Sciences outreach officer, IAA officers...	The RSO now run a very successful Training and Development programme - this was reported in the Review Doc and stats are recorded - action/task delivered.  Spotlight/podcast: <a href="https://www.youtube.com/watch?v=2EbKHTUe5FE">https://www.youtube.com/watch?v=2EbKHTUe5FE</a>
			> Workshops: 10 workshops between Nov 2019 to Nov 2020 – 121 people attended 16 workshops between Nov 2020 to Nov 2021 – 199 people attended > Webinars and other activities: 11 webinars and other activities Nov 2019 to Nov 2020 – 247 people attended 13 webinars and other activities Nov 2020 to Nov 2021 – 127 people attended
7.2 Deliverable:	Delivery of workshops on developing effective public engagement strategies and delivery methods	Twice a year commencing winter 2020	No further action
			> Nov 2019 to Nov 2020: 21 Seminars/Webinars/Workshops - Total Attendance 368 (10 F2F/11 online) > Nov 2020 to Nov 2021: 29 Seminars/Webinars/Workshops - Total Attendance 326 (all online)
7.a Metrics:	30% of ERCs engaged in training workshop annually, with 100% target of ECR completions within their tenure	By Dec 2023	Carried forward
		3Q20-3Q21	Revised - see PCDR1  7.a - carried over to new action plan - deadline date Dec 2023
Action 8.	Support for RS: Training, Support, Expectations, Recording and Recognition of Teaching & Supervision activities Link in with Action 3 activities to create a coherent, well publicised (set of) system(s) for RS to engage with, obtain CPD, and be recognised, for teaching/ supervision activities 2008 Concordat Principle: 2 Recognition and Value and 3 / 4 Support and career development Action History: Carried from 2017-21 plan (#13; #28) & informed by BPS <b>NB – this links intimately with Action 3 and 2B</b>		

8.1 Deliverable:	<p>1. Obtain baseline measures regarding #RS 1) asking to enrol on course; 2) starting (&amp; completing) the course; 3) the time elapsed between 1 and 2 (waiting time). Due to short term nature of RS contracts, aim for waiting time to be 3mo or less.</p> <p>2. Analysis of data will determine if there are availability issues and if corrective action is needed.</p> <p>3. Include question in next BPS specifically to ascertain whether RS are (unable) to access this provision</p>	<p>(Up to date web pages to be in place for start of 20-21 academic session) (Anticipate data obtained by 30 September20. If further actions needed timeline to be set then)</p>	<p>Carried forward</p>
Milestone:	<p>Link in with Action 3 activities to create a coherent, well publicised (set of) system(s) for RS to engage with, obtain CPD, and be recognised, for teaching/ supervision activities by:</p> <p>:: Ensuring the work/activities RS do, and the ambitions they have, in the fields of teaching and supervision are suitably supported and recognised</p> <p>:: Building on work RS Reps began in 2019 sharing good practice across Schools</p> <p>::Building on work RS Reps began in 2019 seeking transparency and identifying inequalities regarding opportunity / obligations across Schools</p> <p>::Ensuring that the RS that engage in teaching activities are treated equally vs as other staff active in this area</p>	<p>RSO, ADQE, RS Reps, DPDs/DRKEs/DLTs, ADQE, PVC-E&amp;S</p>	<p>See E16, EM2 and ER1</p>
8.a Metrics:	<p>To increase visibility and awareness, a new RSO web page will be created by Oct 2020 that signpost to relevant ADQE pages and/or other teaching information, guidance and resources. Reference will also be added to the updated RS new starters and PI leaflets. Success of this activity will be measured by the hit rates on RSO teaching information web page(s) with a target hit rate of 50 page views per month</p>	<p>2-3Q20</p>	<p>Carried forward</p>
8.2 Deliverable:	<p>1. Create webpage / Canvas area with all relevant documentation placed on it.</p> <p>2. Circulate information regarding the pro-formas and e-resources to RS community via RSO newsletter; to PIs and Schools using DRKEs/DPDs and School Administrators as conduits for communication.</p> <p>3. Content of resources pages deemed engaging as evidenced by low bounce rate</p> <p>4. Ascertain (by survey / e-mail) RS and PI knowledge/ practical use of these documents 6 months after sharing documentation</p>	<p>RSO, ADQE</p> <p>3Q20</p> <p>(anticipate results collated 31Jul20)</p>	<p>See E16</p> <p>Carried forward</p>
8.b Metrics:	<p>1. Immediate actions TBD.</p> <p>2. Researchers report improved knowledge of teaching opportunities/responsibilities as evidenced by feedback from RS Reps and BPS 2021</p>	<p>2-3Q20</p>	<p>See E16 (Pro Forma being used PCDR3)</p> <p>Metrics were revised and aligned to E16, EM2 and ER1</p> <p>No further action</p>
8.c Metrics:	<p>One RS rep to sit on the Student Lifecycle Team with another rep as replacement backup</p>	<p>30 Mar 20 4Q19-1Q20</p>	<p>Metrics were revised and aligned to E16, EM2 and ER1</p> <p>No further action</p>
Action 9.	<p>Support for RS: Career Development</p> <p>2008 Concordat Principle: 3 / 4 Support and career development, 5 Researchers Responsibilities &amp; 2 Recognition and Value</p> <p>Action History: Carried from 2017-21 plan (#24; #40) &amp; informed by BPS</p> <p><b>NB – this links intimately with Action 3 and 2B</b></p>	<p>RSO / RS Reps / DRKEs/ DLTs / Schools leadership</p>	<p>Metrics were revised and aligned to E16, EM2 and ER1</p>
9.a Metrics:	<p>1. At least one relevant Sector/Labour market/Careers information item included in every issue of Sussex Researcher</p> <p>2. Increase in the proportion of 2021 BPS respondents that indicate knowledge of the suite of UK initiatives relevant to research staff vs 2019 baseline data. Measurement target at an initial level of 50% RS indicated knowledge, aiming for 80% annually thereafter</p>	<p>4Q19-3Q21</p>	<p>Carried forward</p>
Milestone:	<p>Raise awareness in RS community of key facts about sector policy/ legislation/ initiatives particularly highlighting those that indicate the level of support institutions offer their research staff, and those that mandate certain behaviours</p>	<p>RSO with collaborators from inside and outside the institution</p>	<p>1. Complete - RSO Newsletter, The Sussex Researcher, regular/permanent section on both intenal and external funding/job opportunities - linked to Funding and Fellowships web page (**DATA - SHOW HIT FROM 2020 TO 2021 - TO SHOW SUCCESS**</p> <p>2. Cancelled as no longer relevant - BPS not carried out due to RSO not in post and no longer being used in new 2021-23 action plan - metric data to be referred to in future will be web page hits and data collected from staff surveys and CEDARS.</p>

9.1 Deliverable:	Document/materials created and published to relevant e-area (RSO web page or RSO canvas area)	Next BPS 2-3Q21 (exact date TBD)	Carried forward
9.b Metrics:	Monitor hit rates on RSO website and include question in BPS2021. Hit rates on RSO website should be representative of an average of 40% of RS community annually, with feedback on BPS achieving 60% in 2021, and 80% bi-annually thereafter	1-2Q20	Carried forward
Milestone:	Raise awareness in RS community regarding the landscape of the (UK and potentially wider) HE/Academic Research sector – with particular reference to their careers/the labour market	RSO	9.1 - See E16 9.b - Success Measure transferred to E16, EM2 and ER1
			> RSO Web Page hit rate (no BPS carried out, so unable to provide breakdown of user or RS community data) 15098 page views between Nov 2019 to Nov 2020 10060 unique views between Nov 2019 to Nov 2020 22119 page views between Nov 2020 to Nov 2021 16300 unique views between Nov 2020 to Nov 2021
9.2 Deliverable:	1. Create and deploy new Canvas area with careers coaching/ guidance materials designed specifically to support Research Staff. Success will be measured through levels of engagement with and demand for access to the materials. 2. Seek feedback (via survey/e-mail/ad hoc methods) and tailor content as appropriate	1Q21 Next BPS 2-3Q21 (exact date TBD) 4Q19-3Q21	Carried forward
	Build the Career planning/support portfolio for RS in a manner that supports both full time and part time RS regardless of the career they wish to pursue	RSO with collaborators from inside and outside the institution	See E12 (b)  > 82 enrolled since 3 June 2019
9.3 Deliverable:	1. Item placed in at least one Sussex Researcher newsletter 2. Communications made to Schools through attendance at School research committees	Next BPS 2-3Q21 (exact date TBD)	Carried forward
9.c Metrics:	Increased # CPD days RS take /year reported in next BPS 2021	1-2Q20	Carried forward
Milestone:	Encourage RS to engage with at least 5 days CPD/year (pro rata), and link in with the adoption of the new Concordat to move this to 10 days when timely	RSO	See PCD11
Action 10.	Research Environment / Culture: Research Integrity Essentials 2008 Concordat Principle: 3 / 4 Support and Career Development and 5 Researchers responsibilities and 2 Recognition and Value Action History: Carried from 2017-21 plan (#41) & informed by BPS  <b>NB – this links intimately with Action 3 and 2B</b>		
10.a Metrics:	50% proportion of CROS respondents with knowledge of the Concordat to Support Research Integrity 50% proportion of CROS respondents that report undertaking training in ethical researchconduct	Next BPS 2-3Q21 (exact date TBD)	Carried forward
Milestone:	Link in with the anticipated publication of the Concordat to Support Research Integrity to raise awareness of, and engagement with, Research Integrity principles and training at the UoS	Research Governance Officer / RSO	See EC11 (f) and EC16  CEDARS/BPS not carried out in 2021 due to staffing changes and no RSO in place over 2019 to 2020.
10.1 Deliverable:	Further activity dependent on decision outcome on whether the training module should be mandatory		No further action
Action 11.	Employment & Reward Practices: Space issues 2008 Concordat Principle: 2 Recognition and Value Action History: Carried from 2017-21 plan (#15) & informed by BPS		
11.a Metrics:	Repeat of questions in BPS 2021 demonstrates positive improvement on at least the Health and Safety elements and reducing the number of staff without ANY allocated workspace to zero	BPS 2021	No further action
Milestone:	Continue to raise awareness of impact of space issues for RS and seek for situation where they are treated on a par with other members of academic staff	RSWG, RSO, School Administrator, DRKES	See Action 10
Action 12.	Support for “minority” RS groups: International RS 2008 Concordat Principle: 6 Diversity and Equality and 3 / 4 Support and Career Development and 1 Recruitment and Selection Action History: NEW – informed by RS Repts meetings and informal discussions/feedback from both RS and PIs		
12.1 Deliverable:	Track record of pastoral events tailored for/welcoming to International research-active staff and determine if additional events/activities are needed. Data gathered with be included in the production of report/proposal for team to be put together to address these issues.	2-3Q21	Carried forward
Milestone:	Propose cross institutional task group be set up to ascertain extent, and impact, of acute issues being faced by International RS (and potentially wider International academic community) when starting at the UoS  Develop and deliver more community building / welcoming / pastoral activities e.g. International Researchers lunches	RSO	See EC12, EC16 and ECR1  > International Researcher Lunch on 3 December 2019 – 71 people attended
Action 13.	Support for “minority” RS groups: Part time & Distance Researchers 2008 Concordat Principle: 6 Diversity and Equality and 3 / 4 Support and Career Development Action History: Carried from 2017-21 plan (#27) & informed by BPS  <b>NB – this links intimately with Action 3, 2b, 5 &amp; 6</b>		
13.1 Deliverable:	E-mails sent out to all RS on P-T contracts	3Q20	No further action
			13.1 - Delivered - All new Research Staff added to email distribution list for Research Staff Office: - Updated every 2 weeks - Non sensitive data shared with schools admin teams to ensure all Research Staff receive full induction
13. a Metrics:	Include question on this in next BPS to monitor entitlement take up and success of awareness-raising activity. 50% knowledge awareness in next BPS 2021, and increased to 60%, next BPS and 80% thereafter	Next BPS 2-3Q21 (exact date T	No further action

<b>Milestone:</b>	Encourage RS to engage with at least 5 days CPD/year (pro rata), and link in with the adoption of the new Concordat to move this to 10 days when timely  Consult with part-time and distance research staff to ensure provision being developed for "core" RS community supports them appropriately	RSO	See PCD1
<b>13.2 Deliverable:</b>	<b>1. Emails sent out to all RS</b> <b>2. Poll conducted and useful feedback obtained by June 2021 regarding existing provision and potential future provision</b>	30 Sep 20 3Q21	<b>No further action</b>
			1. See 13.1 2. See ECI1 (f) and ECI6 (and Metric 10.a)
<b>Action 14.</b>	<b>Sector awareness &amp; review: Sharing with the Researcher Developer Community &amp; Sector</b> <b>2008 Concordat Principle: 7 Implementation &amp; Review</b> <b>Action History: Carried from 2017-21 plan (#38 &amp; #26)</b>		
<b>14.1 Deliverable:</b>	<b>1. Presentations of UoS activity at conferences and networking events</b> <b>2. BPS results used to inform lesson learned, knowledge exchange between relevant stakeholder teams and modification of Sussex initiatives.</b> <b>3. Invited talks and/or requests for advice/input on external initiatives</b>	Next BPS 2-3Q21 (exact date TBD)	<b>Carried forward</b>
<b>Milestone:</b>	Seek to share good practice with other institutions Nationally and Internationally, and promote the UoS as a "go to" collaborator/centre of good practice for RS development	RSO, Research Staff Reps	1. See ECI1 (c)