

Details	
Institution name:	University of Sussex
Coherent number:	6
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 UoS Surveys carried out in Jan and Oct 2021, the BPS carried out in 2019 and the CEDARS Aggregate data collected in Oct 2021.
Notes:	RSD - Research Staff Office; applies to both the Research Staff Office (RSO) and the Researcher Development Coordinator (RDC) RDC SG - Researcher Development Concordat Steering Group aka Research Staff Working Group (RSWG)

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	1399	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	801	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)		

Complete for submission						To be completed only when reporting on action plan			
Obligation	Action	Carried over from previous action plan	Deadline	Responsibility	The targeted impact of the action (success measure)	Comment (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
EC1	Ensure all relevant staff are aware of the Concordat.		Dec-22	RSO/RDC RS Reps/RDC SG DRAKES Research Managers DRSD Dir. of R&E	Minimise percentage of Research Staff that have never heard of the Researcher Development Concordat to at least 30% by Dec 2022 - Compared to BPS (2019) results of 54% and CEDARS Agg (2021) 45%. Hi/download figures show at least 50% increase from Dec 2021 to Dec 2022. (b & c) Production of quarterly reports to show progress of HREIR Action Plan, which can be fed into R&E meetings each semester and annual Concordat reporting. (f)	a) In progress - HR has implemented a new induction pack, shared with all new staff from October 2022, with 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 R&E. Concordat, ethics and additional materials for researchers; and work is carried forward to develop a consistent approach to ECR inductions in Schools. b) & c) COMPLETED - All RSO newsletters, promotional materials and emails include links to the Concordat. d) In progress - Initiatives such as Research with Impact 2022 Forum, ECR Symposium/Dragon Den and Researcher Led Initiative Funds also include prominent mention of the Concordat, as RSO/RDP work on initiating a series of seminars to raise awareness about the Concordat within the greater UoS research community - encouraging networking, mentoring, collaboration and peer to peer support. e) COMPLETED - Concordat mentioned at events, symposiums and seminars, added to RSO webpages. A presentation was made at the Researcher Development Concordat Steering Group (RDCSG) inaugural meeting. f) Carried over.	52.9% of research staff within UoS are aware of the Researcher Development Concordat, versus 61% (BPS). CEDARS 2023: 48% of respondents are aware of the Concordat. Hi/download figures were not recorded in the reporting period; measures are being taken to put this in place for 2023-26.	ongoing	
EC2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.		See Action 12.1	Dec-22	RSO/RDC RS Reps/RDC SG Assistant Director HR: OD	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 meetings and Concordat Annual Report. (a & c) Delivery and launch of PI/Manager development module on UoS LearnUp (Organisational Development) by 30 Jun 2022. (b) Survey data shows positive increase of approx 25%, to meet or exceed CEDARS Agg 2021: 85 good level of job satisfaction 74%, once web pages and online module have been launched (UoS Oct 2021: Q4 EDI commitment 66%). (all)	a) In progress - Comprehensive webpage for PI/Managers has been developed with relevant info as to the role and process. RSO has held several onboarding workshops for PI/Managers. The proposal to create toolkits has been reviewed and as the need has changed (in part due to OD's Management Essentials resources), the focus will instead be on redesigning RSO webpages. b) In progress - OD has implemented a Management Essentials training course, offered termly through LearnUp. Completion analytics are sent to Heads of School (HoS) termly to follow up with their PI/Managers. Additional PI/Manager training is under development, including self-directed modules, and carried forward to the next action plan. 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 review in 2024.	All PI/Managers are required to complete mandatory OD training as outlined below within their first few months in post: - Diversity in the Workplace - Inclusive Leadership - Orders and Outsiders - How Micro-Behaviours affect the Workplace - The Impact of Micro-Behaviours - Trans and non-binary awareness - Unconscious Bias CEDARS 2023: 61% agree they have a good level of job satisfaction (sector agg: 69%).	ongoing
EC6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.		See revised 10.1a and 12.1	Dec-23	RSO/ RS Reps RDC SG	50% increased survey response rate, across both UoS Staff Survey and CEDARS, by 2023 - using comparative data from 2022 (as CEDARS not launched in 2022). (BPS 2019 Response rate 107 out of 395 Research Staff/Research Only Contract July 2019) Qual data feedback to EDI and HR committees - annual report to be presented by RSO	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. b) COMPLETED - CEDARS ran in 2023, with charity nomination and donation as incentive. c) COMPLETED - RS Reps are expected to hold School ECR forum termly and report School update to each Reps meeting. They survey ECRs on specific topics as needed, to report in to RDCSG. d) In progress - RSO collects feedback following each workshop, induction and event. Carried forward to next action plan to report to committees annually.	CEDARS 2023 response rate: 16.3% overall, 13.2% ECRs and 18.3% PIs.	ongoing
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.		See Action 12.1	Oct 2023	DRAKES ECR Leads RS Reps	CEDARS and Staff Survey show at least 85% positive response rate to feeling included in research working environment eq. (increase of 5% on CEDARS Agg 2021 80%) - with 100% of new starters being paired with an existing member of staff within their first month at UoS. BPS 2019: Integrated into Dept Research Community: 64.5%	a) In progress - various Schools across UoS have implemented buddy systems within their research practices, however this has not been cohesively rolled out across the institution as yet. 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 UoS in autumn 2023.	CEDARS 2023: 75% agree they feel included in their immediate research environment/group (sector agg: 71%). Carried forward - buddy scheme roll-out across Schools to pair new starters.	ongoing
Wellbeing and mental health									
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.									
EC3	Promote good mental health and wellbeing through the effective management of workloads and people.			Nov-23	RSO/ Assistant Director HR: OD Head of EDI	Delivery of Researcher Mental Health and Well Being web portal/platform - which links to CANVAS area with materials from webinars/workshops - complete with downloadable info/docs/leaflets. Quant data from web downloads and survey tools show Researchers know where to access information and help; incremental increase of 5-10% each quarter from baseline figure after launch data to be collected during first quarter will set benchmark. Use of benchmark CEDARS Agg 2021 data on questions of bullying and harassment - special attention to women vs men and feeling comfortable to report incidents. UoS Oct 2021: Q21a 78%, Q21b 25%, Q22a 75%, Q22b 13%, Q22c 27%	a) In progress - Mental Health Month events have been kicked off, with occasional coffee mornings held via RSO. Dedicated webinars or workshops have been superseded by OD mental health awareness modules via LearnUp, to be completed as staff's own discretion. 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. 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 be reviewed. d) In progress - These committees were disbanded during the 2022-23 HR restructure. RDC Steering Group (RDCSG) is undertaking a review of committee memberships in Schools to ensure ECR representation.	CEDARS 2023: 57% of research staff feel that their institution actively promotes good mental health and wellbeing. 38% believe their working environment promotes good mental health and wellbeing. 53% believe their managers promote a good, healthy work/life balance. 48% found that their managers encourage positive action to maintain good mental health and wellbeing. 61% feel comfortable reporting bullying or harassment. 58% know the mechanism for reporting, and 47% trust the institution to investigate. Response rate was too low to break down by gender. Proposed Researcher web portal was superseded by OD resources so impact measure cannot be reported on.	carried forward
EC4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.			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%). Staff Survey data in the reporting period is not available for research staff as a breakdown.	carried forward
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.			Nov-23	DRSD DRAKES Head of EDI/PVC CEI, Assistant Director HR: OD	See EC3 - all actions include provisions for PI/Managers.	See above.	See above.	carried forward
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.			Dec-23	DRSD DRAKES HoPS RSO/RDC SG	Feedback from annual CEDARS survey shows UoS in line with National Average (CEDARS Agg 2021 80%) in Researcher satisfaction to question relating to working patterns. (BPS 2019: 68%) Download/Hi data from toolkit to show at least 50% of new research staff are receiving the materials provided in the toolkit, from their PI/Manager (monthly new starter figures vs. download data).	In progress - Managers Toolkit has been developed by OD, however engagement data is not yet available. This has superseded the proposal for a PI/Manager Toolkit from RSO. RSO has been reviewing webpages for PI/Managers, and updating signposting to relevant resources across the institution. As part of the wider Doctoral School rebrand in 2024, the RSO webpages will be reviewed and redesigned.	CEDARS 2023: 53% agree their managers promote a good work-life balance, vs 66% sector aggregate. 56% agree they are treated fairly in relation to flexible working requests, vs sector aggregate of 72%. Toolkit was not created, therefore no data to report on.	carried forward

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	RSO 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 their induction materials, including mandatory training modules via LearnUp to be completed within the first month of employment. Complementary to this, RSO signposts all institutional mechanisms for mental health and wellbeing support across its webpages and physical materials and in comms.	CEDARS 2023: 48% are actively encouraged to take positive action to maintain good mental health and wellbeing by their managers (sector agg: 53%).	no further action
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
EC3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Actively support and raise awareness of mental health and wellbeing initiatives, events and policies at UoS by: a) The addition of mental health and wellbeing webinar/workshop to be integrated into RSO training and development programme - with Mental Health Month Series/Events. b) Signposting UoS policy and practice materials, projects and other useful info/links/materials via the RSO web pages c) Liaising with HR to analyse data from surveys, with particular attention to the Bullying and Harassment Self Reporting Tool. d) RSO to link with EDI committees to ensure that policies meet the needs of under-represented research community members.		Nov-23	RSO Assistant Director HR: OD Head of EDI	Delivery of Researcher Mental Health and Well Being web portal/platform - which links to CANVAS area with materials from webinars/workshops - complete with downloadable info/docs/leaflets. Quant data from web downloads and survey tools show Researchers know where to access information and help: Incremental increase of 5-10% each quarter from baseline figure after launch (data to be collected during first quarter will set benchmark). Use of benchmark CEDARS Agg 2021 data on questions of bullying and harassment - special attention to women vs men and feeling comfortable to report incidents. IoS Oct 2021: Q21a 78%, Q21b 25%, Q22a 75%, Q22b 13%, Q22c 27%	See EC3 (row 25).	See EC3 (row 25).	ongoing	
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See EC3 - all actions include provisions for PIs/Managers.		Nov-23	DRSD DRaKES Head of EDI/PVC CEI, Assistant Director HR: OD	See EC3 - all actions include provisions for PIs/Managers.	See above		no further action	
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	See EC3 - all actions include provisions for Researchers.		Nov-23	RSO RS Reps	See EC3 - all actions include provisions for Researchers.	See above		no further action	
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in, aware of, and adopt practices enhancing equality, diversity and inclusion.										
EC14		See EC3 - 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.	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.	CEDARS 2023: 76% agree that the institution is committed to equality and diversity (sector agg: 73%). Staff Survey data in the reporting period is not available for research staff as a breakdown.	no further action	
ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Completion of mandatory modules (inc. How to use RDF, How to have difficult conversations, Effective Line Management, How to support Researcher Career Development) for PIs/Managers - See EC1(b) - with section included in appraisal form.		Dec-22	Assistant Director HR:OD RSO	At least 50% of PIs/Managers to have completed the training in it's first year, with 20-25% increase each year. At least 80% of Research Staff will respond positively to Management questions in UoS Pulse Survey. (Aug. 52.5% Sept 2021) Immediate and reflective qualitative feedback from participants show they have found the training useful and applied methodologies successfully to their roles as PIs/Managers.	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. OD has also rolled out a set of Management Essentials workshops, which are available on a termly basis. Further, the appraisal form has been updated. PI/Manager training is under development by the Doctoral School and will be carried forward to the next action plan.	Each year since 2017 has seen an increase in PIs/Managers completing training via LearnUp, but numbers remain low and engagement has not been monitored regularly. Moving forward, OD will be monitoring completion rates against actual percentage of PIs/Managers in place at UoS, and are working on a mechanism by which engagement/completion of workshops can also be monitored and reported.	ongoing	
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	RS Reps ToR to include section to ensure that training 'related to research integrity, and equality, diversity and inclusion' is embedded into school culture - leading by example, advocate and promote.		Nov-22	RSO RS Reps	100% new Research Staff to complete Org. Dev EDI and Unconscious Bias training within one month of starting role. 100% new Research Staff to attend Research Ethics workshop during first six months of employment. Increase of up to 70% positive feedback from both CEDARS and UoS Staff Survey to show knowledge, understanding and application of EDI and Unconscious Bias training and Research Integrity Concordat. (CEDARS Agg 2021: 54% vs. 58% BPS (2019) of Research Staff have never heard of the Research Integrity Concordat)	COMPLETED - RS reps group has rewritten terms of reference, which is shared with new representatives during induction and reviewed annually. In addition, RSO provides an Introduction to Ethics session as part of its induction, with additional sessions on 'Ethical considerations to managing research data'. These sessions are attended by research staff, and delivered by the University's Research Ethics, Integrity and Governance (REIG) team.	As above, OD is working on a mechanism to monitor and report on training completion. 145 current ECRs took an EDI LearnUp module in 2021-23, but this data has been collected retrospectively so does not map to length of service. CEDARS 2023: 71% of respondents have undertaken EDI training (sector agg: 80% and 59% research integrity training (agg: 59%). 60% have never heard of the Research Integrity Concordat (agg: 45%).	no further action	
Research Integrity										
ToR										
EC5	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Research Integrity Ethics & Governance team to provide regular workshops in the RSO Training and Development Programme.		Nov-23	RDC RS Reps/RDC SG Research Ethics and Integrity Officer	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 avg. feedback rating of 9 for event satisfaction and content.	COMPLETED - REIG hold institution-wide workshops covering these topics up to four times a year, in addition to offering 1:1 support. RSO and REIG are collaborating on additional workshops, carried to the next action plan.	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 ethics workshops throughout the year, including topics such as Researcher Wellbeing, Working with Difficult Materials and Online Research. The Research Ethics website directs users to information and resources such as the university-developed online ethics training module, Code of Practice for Research and ethics A-Z.	ongoing	
ECM2		See EC6(f)		Dec-23	DRSD DRaKES	See EC6(f)	See EC6(f)	See EC6(f)	no further action	
ECM3	Ensure managers report and address incidents of poor research integrity.	See EC3 - all actions include provisions for PIs/Managers.		Nov-23	DRSD DRaKES Head of EDI/PVC CEI, Assistant Director HR: OD	See EC3 - all actions include provisions for PIs/Managers.	See EC3. HR 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.	See EC3.	no further action	
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	RS Reps ToR to include section to ensure that training 'related to research integrity, and equality, diversity and inclusion' is embedded into school culture - leading by example, advocate and promote.		Nov-22	RSO RS Reps		COMPLETED - RS reps group has rewritten their terms of reference, which is shared with new representatives during induction and reviewed annually.	Additionaly, RSO inductions now include talks from teams including REIG on ethics and integrity.	no further action	
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	See EC3 - all actions include provisions for Researchers.		Nov-23	RSO RS Reps	See EC3 - all actions include provisions for Researchers.	See EC3	See EC3	no further action	
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
ET7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Complete restructure of RSWG to RDC Steering Group - ensuring that governance is transparent.		Every Jul/Aug	RSO DRSD	Carry out annual review of RS Reps and RDC Steering Group members at end of each academic year, to ensure governance structure is fair, transparent and proactive. Focus Groups and bespoke survey data - starting point end of academic yr 2021-22, comparative year on year.	COMPLETED - Restructure began at the RS reps group level, which feeds into the restructured Steering Group (RDCSG). The RDCSG inaugural meeting was held in May 2022. Further, RSO is working to strengthen the mechanism to recruit and replace RS reps and define a job description, to ensure equal representation across Schools at all times.	Reps and RDCSG membership review is embedded in annual cycles of business. Focus groups and bespoke surveys were not carried out in this area.	no further action	
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Attendance to workshop series for PIs/Managers on how to manage their teams in a fair and inclusive environment, focusing on non-biased training and positivity and inclusion/EDI.		Dec-24	Head of EDI Unit DRaKES RSO/RDC SG	At least 50% of PIs/Managers have completed the training in it's first year, with 20-25% increase each year. At least 80% of Research Staff will respond positively to Management questions in UoS Pulse Survey. (Aug. 52.5% Sept 2021) Immediate and reflective qualitative feedback from participants show they have found the training useful and applied methodologies successfully to their roles as PIs/Managers.	In progress - New PIs/Managers will be auto-enrolled for all relevant OD training, with directors of Heads of Schools receiving a termly report on completion, which can then be used to ensure follow-up and follow-through. OD has also rolled out a set of Management Essentials workshops, which are available on a termly basis. PI/Manager training is under development by the Doctoral School and will be carried forward to the next action plan.	PI/Manager training is yet to be implemented.	ongoing	
EMS	Engage with opportunities to contribute to relevant policy development within their institution.	Volunteering for the Research Staff Reps group.		Aug-22	RSO DRSD ECR Leads RS Reps	Research Staff Reps per school, with ECR Lead or equivalent by end of academic yr.				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.						In progress - Introducing an RSO induction for RS Reps has been successful, allowing to meet in person and introduce Reps to the HREIR Action Plan and Concordat. There remains a high turnover of Reps, although as above, RSO is actively working on closing these gaps, and has also increased opportunities for meaningful engagement through its Seed Fund, Symposium, and continued recruitment, induction and onboarding improvements.	Jan 2024: 17 Reps from 7 Schools (of 10), with 9 vacancies.	ongoing	

E84	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Work with RSO and DRSD to revise current Research Staff Reps Tok to adequately reflect the roles and responsibilities - to identify the relationship management of the Research Community members and liaison with the University/Institution.	Aug-22	RS Reprs RSO/DRSD Research Staff	Successful implementation of revised Tok, with an increased number of Reprs - ensuring that all schools have representation - at least 2 NEW reprs per school by the end of the academic yr.	COMPLETED - RS Reprs 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. Additionally, interim informal meetings have been added to the yearly meeting schedules for RS Reprs, in order to close feedback gaps and ensure all agenda items are discussed.	As above.	No further action	
Employment									
Recruitment and induction									
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.									
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	See EC2	Dec-22	DRSD DRAKES Assoc. Head of HR PVC-R	See EC2	See EC2.	CEDARS 2023: 93% of managers are confident with induction, equitable and transparent recruitment practices (sector agg: 92%).	no further action	
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	a) Develop Induction Toolkit for PIs/Managers and school administrators to ensure consistent messages and information are given to new Research Staff. Also, see ECR1. b) Create CANVAS area for new starters that have all relevant and up to date policy and practice documents/information.	Dec-22	RSO Research Managers	a) 80% of researchers are satisfied or very satisfied with the quality of the University Induction. b) All eligible new research staff complete the University induction within the first month of employment. (CEDARS Agg 2021: 52% research staff found their departmental and local induction useful. 18% not offered any induction)	a) In progress - OD have developed a Managers Toolkit and a Welcome Pack for all staff, including a checklist for new managers. RSO has revised its ECR induction and will be reviewing School-level ECR inductions in the next HREIR period, to create a coherent, consistent and complementary approach across UoS. 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.	CEDARS 2023: 27% of research staff found their inductions at the institutional level to be useful; 46% found their inductions at the department level to be useful; 42% found their inductions local to their role useful. All new researchers must complete mandatory training on LearnJipon, and since October 2023 receive the Welcome Pack. They are invited to a biannual RSO induction but these are not mandatory.	ongoing	
Recognition, reward and promotion									
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.									
E13	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	a) RSO to link with Education and Research Programme, Culture and HR Strategy - working group for Career Progression for Research Staff and Appraisals. b) Linking with Athena SWAN, DORA and Academic Promotions Group to ensure value and recognition of Research Staff is included. c) Hold Informal Event to highlight the achievements and research of research staff - linking with REF/RSO and Impact Knowledge Exchange. d) DRSD to attend all associated meetings - from Dec 2021 to Dec 2023. e) 1Y 1: One day event per year - held at UoS for Research Staff only - at least 2 RS per school with 60% RS attendance. Y 2: Figures to increase by 50%. (CEDARS Agg 2021: Agree Strongly + Agree - 25% Research Staff - Equitable Opportunities for career progression vs. BPS (2019) 27% Opportunities for promotion and career progression)	Nov/Dec 2023	RSO: DRSD HRBPs PVC-R Dir. of R&E	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 improvement in current initiatives - report to show evidence and impacts, with suggestions - for implementation. Two phases: Phase one: Recommendation Phase Two: Implementation Review will be carried out as part of 10 Y Review. b) DRSD to attend all associated meetings - from Dec 2021 to Dec 2023. c) 1Y 1: One day event per year - held at UoS for Research Staff only - at least 2 RS per school with 60% RS attendance. Y 2: Figures to increase by 50%. (CEDARS Agg 2021: Agree Strongly + Agree - 25% Research Staff - Equitable Opportunities for career progression vs. BPS (2019) 27% Opportunities for promotion and career progression)	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 staff. b) COMPLETED - RSO are represented on Athena Swan and DORA. Research-relevant sections have also been worked into the revised ADR and promotions processes via HR, as mentioned above. c) COMPLETED - The Research Staff Showcase took place in 2022 as part of an RQI Research with Impact Day, including Impact Awards. In 2023 it was developed into the one-day ECR Symposium, including two Centres of Excellence keynotes, research image competition, Seed Fund showcase, diverse careers roundtable and a Dragons' Den pitching contest. Review is on a par with or ahead of the sector - (CEDARS 2023: 56% say promotion pathways and processes at UoS are clear (sector agg: 49%). 53% say the institution has far and inclusive opportunities for career advancement (sector agg: 43%). 39% agree promoters at UoS are based on merit (sector agg: 40%).	Each School is now mandated to include an EDI representative on all promotions and progression panels. DRSD was involved in consultations on the ADR review, and in HR's current review of promotions criteria. The ECR Symposium is established as part of the RSO calendar. Targets for attendance were unrealistic. Steps are in place to improve engagement in the new action plan. Sussex is on a par with or ahead of the sector - (CEDARS 2023: 56% say promotion pathways and processes at UoS are clear (sector agg: 49%). 53% say the institution has far and inclusive opportunities for career advancement (sector agg: 43%). 39% agree promoters at UoS are based on merit (sector agg: 40%).	no further action	
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Evidence use of Managers Toolkit, especially 'Managing People and Teams' and 'Developing Yourself as a Leader' resources: https://www.sussex.ac.uk/organisational-development/leadership-management	Dec-22	DRAKES DRSD Org. Dev	At least 50% of PIs/Managers evidence use of Org Dev toolkit in appraisals.	COMPLETED - OD has developed a comprehensive Managers Toolkit, which is made available to all managerial staff, and introduced a new ADR appraisals process in 2023.	Though not implemented, HR has suggested use of the Managers Toolkit be noted in ADR forms and followed up on in 1:1 meetings with line managers.	no further action	
Responsibilities and reporting									
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.									
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	See E16 and E11	Revised Action 8	Dec-22	DRAKES HRBPs PVC-R	At least 50% positive (agree/strongly agree) results in answer to questions regarding Promotion and Progression processes are fair - see CEDARS Agg 2021	See E16 and E11	CEDARS 2023: 56% say promotion pathways and processes at UoS are clear (sector agg: 49%). 53% say the institution has far and inclusive opportunities for career advancement (sector agg: 43%). 39% agree promoters at UoS are based on merit (sector agg: 40%).	ongoing
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See E16 and EM2	Revised Action 8	Aug-22	DRAKES Assistant Director HR: OD PVC-R	At least 50% positive (agree/strongly agree) results in answer to questions regarding Promotion and Progression processes are fair - see CEDARS Agg 2021	See E16 and EM2	As above.	no further action
ER2	Researchers understand their reporting obligations and responsibilities.								
People management									
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.									
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	See EC3 and all of ECM	Nov-23	RSO: DRSD Assistant Director HR: OD	At least 50% of PIs/Managers to have completed the training, with 5-10% increase each year. Immediate and reflective qualitative feedback from participants show they have found the training useful and applied methodologies successfully to their roles as PIs/Managers.	COMPLETED - PIs/Managers will be auto-enrolled into essential OD training, with OD and HoS following up on completion on a timely basis. In addition, the Doctoral School is developing PIs/Manager training in the next action plan. See EC3 and all of ECM.	7% of current PIs undertook a Management Essentials 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 concerns OD cannot share this data.	no further action	
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	See ECM1	Dec-24	Director of HR	See ECM1	In progress - ADR process has been updated, and promotions criteria are under review presently, including consultation with DRSD and researchers to ensure research staff experiences are included.	See ECM1	ongoing	
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See ECM1-3	Dec-22	DRAKES Org. Dev PVC-R	See data collected from Org. Dev on uptake from PIs/Managers of specific training and development modules - year on year comparison.	COMPLETED - OD has developed a comprehensive Managers Toolkit, which is made available to all managerial staff. Completion rates of mandatory training are monitored by OD, and disseminated to HoS to follow up with their staff on a quarterly basis.	7% of current PIs undertook a Management Essentials workshop in 2022-23. OD have set a target for engagement in the next action plan.	no further action	
EM4	Managers actively engage in regular constructive performance management with their researchers.	Build in regular feedback/1:1 sessions with researchers as part of ECM1	Dec-22	Pis/Managers DRAKES	See ECM1	In progress - The new ADR process was introduced by OD in 2023. The next action plan includes exploring setting a minimum expectation for 1:1s for researchers and their PIs/manager beyond the annual ADR.	See ECM1	ongoing	
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Collect 365 Degree Feedback as part of ECM1 & EM4	Aug-22	RS Reprs DRAKES Research Staff	See ECM1	See above - 365 Degree Feedback was discounted after scoping and discussion with RS Reprs.	See above	ongoing	
Job security									
The aim of this obligation is to improve the job security of researchers.									
E16	Seek to improve job security for researchers, for example through more effective recruitment processes and greater use of open-ended contracts, and report on progress.	RSO to link with HR to develop extensive resources to further Research Staff career development, in line with UoS strategy - see E13 a) Toolkit - guides and information on contracts and career trajectories within UoS (linked to Academic Development and Quality Enhancement - Teaching Qual and Fixed Term Contracts: http://www.sussex.ac.uk/edq/enhancement/showcard/recognition) b) Repository of information on alternative opportunities and guidance, ie Redeployment Process via HR/external opportunities c) Learning provision e.g. workshops, seminars/webinars, courses to further develop career Also, see EM2 and E11	See Action 8 - Deliverable 8.1 and Metric 8.1	Oct-22	Assistant Director HR: OD RSO/DRSD	Survey data to show increase of awareness and support available - at least 50% positive (agree/strongly agree) results in answer to questions regarding Promotion and Progression processes are fair - see CEDARS Agg 2021	a) COMPLETED - as aforementioned, Managers Toolkit has been developed and monitored by OD, and the ADR appraisals emphasise career development for researchers. b) In progress - feedback is routinely collected and shared during RS Reprs meetings. c) In progress - RSO inductions have been revised to include input from OD, REIG, Research Quality and Impact, and Research Development and Initiatives, and include a workshop on drafting a Personal Development Plan. The next action plan includes a focus on auditing ECR training and creating a complementary and coherent approach across UoS.	CEDARS 2023: 53% are aware of the support available for career and professional development, on a par with sector aggregate (55%). 56% say promotion pathways and processes at UoS are clear (sector agg: 49%). 53% say the institution has far and inclusive opportunities for career advancement (sector agg: 43%). 39% agree promoters at UoS are based on merit (sector agg: 40%).	ongoing
Professional and Career Development									
Championing professional development									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.									
PCD1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Develop web portal/resource for Research Staff to access and search for professional development opportunities, outside of the Training and Development provided by the RSO, to help them achieve at least 10 days of CPD per year. Provide policy and practice documents on how to access CPD opportunities, from diverse backgrounds. With dedicated web pages/portal, clearly signposted and promoted, to focus content on specific communities - with EDI focus.	See Action 9 - Deliverable 9.3 and Metric 9c	Oct-23	RSO PVC-R	CEDARS and Staff Survey data shows that at least 25% of Research Staff are attaining an average of 5-10 CPD days per year. See CEDARS Agg 2021 - 15% of Research Staff have spent 10 or more days on training and professional development activities and 27% have spent less than one day on CPD.	In progress - Since 2021 these actions have been reviewed and replaced with a focus on embedding 10 days CPD across the institution, organising activities that give research staff the opportunity to encounter diverse careers and undertake CPD, and signposting opportunities in researcher-facing webpages and comms as they arise. The renewed ADR form includes sections on reflection of CPD, including whether the full 10 days are being utilised by staff.	Majority of RSO commentators' key messaging is regarding the 10 days entitlement for CPD. CEDARS 2023: 16% of research staff are attaining 5-10 or more CPD days per year (sector agg: 28%), of which 8% are achieving 10 or more days, 35% are attaining less than one day annually (sector agg: 24%).	carried forward
PCD6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Link with RSO web pages, events and news section, to promote key opportunities. Implementation of regular M&E reporting functions from the RSO - quarterly reports, which can be fed in to annual report, Concordat Reporting and HREIR 10 Year Review.	Every Semester and annually	RSO: DRSD Dir. of R&E	Report submitted to RaKE each semester and annual report published on dedicated HREIR/Researcher Development Concordat web page.	Carried forward - due to significant gaps in resource across RSO, RES and HR during the UoS restructure, this action has been carried forward to the next action plan.	Regular reporting will be instigated in the next reporting period, including reports added to the annual cycles of business of relevant committees.	carried forward	
PCD3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	a) Identify opportunities that researcher can participate in - to actively develop their career development. b) Ensure that members of project research team are utilising their allocated days towards Career Development.	See Action 9 - Deliverable 9c (Revised for new action plan)	Annual Review: Nov	Pis/Managers DRAKES RSO/DRSD	CEDARS and Staff Survey data shows that at least 25% of Research Staff are attaining an average of 5-10 CPD days per year. 80% Research Staff encouraged to engage in personal and career development. See CEDARS Agg 2021 - 15% of Research Staff have spent 10 or more days on training and professional development activities and 27% have spent less than one day on CPD. BPS (2019): 71% Research Staff encouraged to engage in personal and career development.	a) COMPLETED - Signposting in the Managers Toolkit and RSO comms and webpages. RSO has organised various activities that provide an opportunity for career development, including the Seed Fund, Dragons' Den, ECR Symposium and cross-institutional speed mentoring with Oxbridge and other south east institutions. b) In progress - section on CPD has been built into the revised ADR process, however usage needs to be promoted more widely. Worth noting here that 44% of staff feel they have time to develop their research identities, 27% feel they have time to develop their leadership skills, and 31% have developed a clear career path during their time at UoS.	CEDARS 2023: 16% of research staff are attaining 5-10 or more CPD days per year (sector agg: 28%), 50% are encouraged by their manager to engage with CPD activities (agg: 69%) and 53% are aware of the support UoS provides for CPD (agg: 55%).	ongoing

PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	a) Actively seek out opportunities to engage with PCd via RSO Training and Development Programme, UoS Organisational Development and external partners b) Share opportunities with Research Staff Community - writing blogs or feeding back with recommendations via Research Staff Reps	See Deliverable 7.1 and Metrics 7.a (7.a carried over to new action plan)	Dec-23	Research Staff RS Reps DRaKES	CEDARS and Staff Survey data shows that at least 25% of Research Staff are attaining an average of 5-10 CPD days per year. 80% Research Staff encouraged to engage in personal and career development. See CEDARS Agg 2021 - 15% of Research Staff have spent 10 or more days on training and professional development activities and 27% have spent less than one day on CPD. BPS (2019): 71% Research Staff encouraged to engage in personal and career development.	a) In progress - time poverty is a significant factor when encouraging research staff to engage in career development. RSO has introduced a workshop into its ECR induction that focuses on professional career development, and is undertaking a review of ECR training opportunities across UoS in the next reporting period. b) Carried forward - RS Reps are expected to hold termly ECR forums and to communicate updates to ECRs in their School, but work is needed to build these networks.	See CEDARS data above.	ongoing	
Career development reviews										
<i>The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.</i>										
PCDQ2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Development of RDF tool module/training and Development workshops and how to utilise effectively for PIs/Managers. Org. Dev. to advise RSO on how to deliver bespoke modules re: difficult conversations, management and career development support, appraisals and objective setting etc. And, promote via RSO web pages and direct mailing.		Oct-23	RSO Org. Dev Assistant Director HR: OD	75% PI/Manager attendance on either/both RSO RDF training and/or UoS Org. Dev. Training. 90% immediate and reflective positive feedback from PIs/Managers that course meets needs and gives relevant tools for effective management. BPS 2019: 54% Manager has the training they need (Professional and Career Development Section - RSO Supplemental Qa)	In progress - the RDF has been built into the renewed ADR and will feature in the revised promotions criteria via OD/HR. A stronger focus is placed on the RDF in the new career development workshop in RSO inductions. OD has introduced self-directed modules on these topics, which supersedes the need to have separate sessions for research staff from RSO. Work is underway to strengthen the promotion and signposting of relevant OD training in the redesigned RSO webpages, induction materials and comms.	PIs/Managers have access to the Managers Toolkit and Management Essentials training from OD, offered on a termly basis. In 2022-23 7% of current PIs undertook a Management Essentials workshop. Due to GDPR concerns, OD cannot share feedback data.	ongoing	
PCD16	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See ECM1 and EM4		Dec-22	PIs/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 UoS Pulse Survey. (Avg. 52.5% Sept 2021)	See ECM1 and EM4. OD are introducing a mechanism for monitoring and reporting on engagement with ADRs, and have set a target for participation in the next action plan. That also includes the aim of setting minimum expectations for regular 1:1 between research staff and their managers.	CEDARS 2023: 87% of research staff have participated in an appraisal or staff review in the last two years (sector age: 82%), of which 50% found these useful (agg: 55%). 28% have regular formal career development reviews with their managers or supervisors (agg: 59%).	ongoing	
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See ECM1 and EM4		Dec-22	PIs/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 UoS Pulse Survey. (Avg. 52.5% Sept 2021)	Monitored annually	See above	See above	ongoing
PCDR4	Researchers positively engage in career development reviews with their managers.	Engage with university annual appraisal process. (Appraisals carried out in Aug/Sept each year)		Annually Oct	Research Staff RS Reps Assistant Director HR: OD	75% of research staff to engage with annual appraisal. UoS Oct 2021: 52% research staff had an annual appraisal, compared to 80% of overall staff.	See PCD16.	See PCD16.	ongoing	
Career development support and planning										
<i>The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.</i>										
PCDR3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	a) Use Teaching pro forma to collect evidence of teaching and preparation - with certificate on completion b) Keep portfolio of all relevant experience and RDF evidence - to compliment appraisal and job applications			RS Reps Report every semester	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 RDCSG members are surveying Schools to assess how ECR teaching 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 staff activities. b) In progress - A practical workshop on drafting a Personal Development Plan has been built into RSO inductions, and career development discussions added to ADR appraisals.	CEDARS 2023: 31% of research staff have a clear career development plan (sector age: 39%) and 44% maintain a formal record of CPD (agg: 60%).	ongoing	
Research identity and leadership										
<i>The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.</i>										
PCD4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	See PCDM3		Annual Review Nov	PIs/Managers RSO/DRSD	CEDARS and Staff Survey data shows that at least 25% of Research Staff are attaining an average of 5-10 CPD days per year. 80% Research Staff encouraged to engage in personal and career development. See CEDARS Agg 2021 - 15% of Research Staff have spent 10 or more days on training and professional development activities and 27% have spent less than one day on CPD. BPS (2019): 71% Research Staff encouraged to engage in personal and career development.	In progress - There is ongoing work being done across UoS through RDCSG aimed at recognising and crediting informal supervision and teaching that research staff undertake. This will be built into the HR promotions criteria as a result of Concordat discussions. See PCDM3.	See PCDM3.	Worth noting here that CEDARS 2023 shows UoS in on a par with the sector - 47% of research staff feel appropriately recognised for their contributions to the institution (sector age: 45%), while 56% feel valued at work (agg: 59%).	ongoing
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	See ECM1		Dec-22	PIs/Managers DRaKES	Comparative numbers of PIs/Managers to number that have completed training course. Monitored annually	See ECM1 and O4.	See ECM1 and O4.	no further action	
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Engage with RDF and/or Org. Dev. training - which can be linked to PCDR3a		Annually Dec	RSO Org. Dev	75% of Research Staff 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. Avg. 40% have a clear development plan.	COMPLETED - RSO inductions now include discussion of opportunities to develop research identities and leadership skills, OD has introduced Management Essentials training, and changes to the ADR process have embedded opportunities for self-reporting.	CEDARS 2023: 31% of respondents are aware of the support provided for development (sector age: 55%), 31% have a clear career development plan (sector age: 39%) and 44% maintain a formal record of CPD (agg: 60%). Additionally, the RS Reps' proposal on recognition of informal supervision undertaken by ECRs is evidence that research staff seek out leadership roles and experience.	no further action	
Diverse careers										
<i>The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.</i>										
PCD5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	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.		Oct-23	Head of IBP RSO/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	
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	See ECM1 - highlighting the use of the RDF and other career development tools.		Dec-22	PIs/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 UoS Pulse Survey. (Avg. 52.5% Sept 2021)	In progress - This action has been built into the revised ADR process, and is also included in induction materials produced by RSO. Work is ongoing to promote the OD mentoring scheme among research staff and ensure it meets their needs. Research staff have access to 1:1 sessions with a professional coach funded by RSO.	See ECM1.	Worth noting here that in CEDARS 2023, 28% of research staff are considering non-academic careers (sector age: 27%).	ongoing
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.					Monitored annually				
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	a) Proactively identify Knowledge Exchange, Policy Development, Public Engagement and Commercialisation opportunities - that promote collaboration across disciplines and schools b) Identify external funding opportunities - using the RSO Funding and Fellowships web page and/or Researcher Development Team.		Annual Review Nov	Research Staff RS Reps DRaKES Research Managers	At least 50% of research staff have been able to engage with Knowledge Exchange, Policy Development, Public Engagement and Commercialisation.	a) Carried forward. b) COMPLETED - 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 sectors of the research system are as follows: - Commercialisation 30% - Knowledge exchange 88% - Public policy 64% - Public engagement 80% - Citizen science or creation of research with society 63% - Experience of other employment sectors 57% - Secondment/placement in other sector of employment 56%	carried forward	