

HREiR Action plan template (2021-2023)

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HR EXCELLENCE IN RESEARCH

Details		The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Institution name: University of Suffolk				
Cohort number:	14	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	18th June 2021	Research staff	5	2 CAT A Eligible (REF 2021 definition)
Institutional context:	4 Yeas Self-Assessment	Postgraduate researchers	72	
		Research and teaching staff	46	CAT A (REF 2021 definition)
		Teaching-only staff	198	Included Senior Academic Managers, i.e. Deans etc
		Technicians	14	
		Clinicians	0	
		Professional support staff	298	
		Other (please provide numbers and details):		

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
Environment and Culture								
Institutions must:								
ECI1	Ensure that all relevant staff are aware of the Concordat	1) News of the Concordat will be shared will all staff through the website, Infozone and on the Research pages of My Suffolk. 2) The Action plan will be a standing item on the Research Management Group (RMG) agenda and the Associate Deans for Research will ensure that it is added to the Executive agenda for ademic schools. 3) Directors of Research Institutes (RIs) will ensure that it is included on their steering group agenda 4) The Concordat will be discussed at induction for all academic staff.	1) Concordat shared via UoS website, Infozone and My Suffolk 2) Concordat as agenda item -RMG and all School Execs 3) Topic guide for staff inductions	1) Within a week of notification of outcome 2) Quarterly 3) June 2022	Head of Research Development		No	New
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	1) Review of all institutional policies and practices relevant to researchers 2) Compile a comprehensive Good practice in Research online resource	1) Successful submission for Athena Swan Award 2) Development and evaluation of the Online resource	1) October 2022 and reviewed annually 2) July 2022 and reviewed annually	1) PVC Research Head of People 2) Head of Research Development		No	P2.1 P6.8
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	1) Adopt a Whole University Approach to Health and Wellbeing 2) Provide a structure to embed health and wellbeing consistently into the heart of our culture, strategies and operational practice, including the design and delivery of our curriculum	1) Introduction and evaluation of the impact of the new well-being model - Multiple methods for exploring the impact and the adoption of the wellbeing model will be used (changes in policy, interviews, focus groups and questionnaires across all staff and students at UoS). The questionnaires will include the annual staff survey. Annual staff survey > 75% scoring/engagement level agreeing there is a culture of supporting and nurturing wellbeing at the University. 2) Introduction of the Suffolk Academic with clear allocation for research time for staff with SRR	July 2022 Reviewed annually	Head of HR Projects Deans of Schools			P6.9
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	1) The University will work towards achieving an institutional Athena Swan Award 2) Ensure 100% completion of ED&I training	1) Successful Athena Swan Accreditation 2) Monitor completion rates to ensure 100% compliance of ED&I minimum every 3 years	1) March 2022 2) January 2022 Reviewed annually	1) PVC Research 2) Organisational Development Officer			P2.3
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	1) Annual review Concordat for Research Integrity 2) Provide new training opportunities through membership UKRIO 3) Review and revise membership of Institutional Ethics Committee	1) Introduction of mandatory Ethics training for all staff with SRR and supervisors, renewable every 3 years- Epigeum Online Module has been commissioned 2) 100% of staff applying for research funding and reviews to the Ethics Committee agree that they act in accordance with the highest standards of research integrity 3) Membership of UKRIO 4) Zero cases -Research misconduct	July 2022 and reviewed annually	PVC Research Head of Research Development			P6.1
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	1) Continue reporting to school Deans and Directors of Ris 2) Regular reporting through RMG and R&E 3) Transparent reporting of research data on Qlik	1) Establishment of quarterly reports to Deans and Directors of RIs and Deputy VC 2) Establishment of the HR Excellence in Research Award Working Group to seek feedback from researchers on the quality of the research environment and culture 3) Minutes of committees 4) Available up-to date reporting on Qlik	July 2022 and reviewed annually	Head of Research Development Research Administrator			P6.10 P7.5

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Funders must:								
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies							P6.6
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers							New
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions							P6.6
Managers of researchers must:								
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	All staff undertake mandatory training on ED&I updated every 3 years	100% completion rate	September 2021 and annual reporting	Organisational Development Officer			New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	All staff and PGR researchers apply for approval which is reviewed by an interdisciplinary University Ethics Committee including lay membership	100% staff with SRR and supervisors and all PGR researchers have ethical training that is reviewed every 3 years	September 2022 Reviewed Annually	Head of Research Development			New
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	1) All staff have access to SilverCloud (online wellbeing support) and a range of wellbeing resources 2) Information about policies including research misconduct is included in the Guide for Good Practice in Research	1) Introduction and evaluation of the impact of the new well-being model - Multiple methods for exploring the impact and the adoption of the wellbeing model will be used (changes in policy, interviews, focus groups and questionnaires across all staff and students at UoS). The questionnaires will include the annual staff survey. Annual staff survey – High scoring/engagement level agreeing there is a culture of supporting and nurturing wellbeing at the University. 2) Introduction of the WAM with clear allocation for research time for staff with SRR 3) Development of Guide for Good Practice in Research Resource	Academic year 2021-2020 December 2021	1) Head of HR Projects Deans of Schools 2) PVC 3) Head of Research Development			P6.9
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Ensure that managers of researchers are aware of the range of family friendly and flexible working policies and that applications are monitored reviewed	Introduction of monitoring and review of requests for flexible working arrangements are monitored and reviewed	Jun-22	Senior Business Partner- Talent & Organisational Development			New
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	All policy and research strategy development activity includes representation of research staff at all levels	Revise and review the membership of all research related groups, committees and institutes to ensure appropriate representation and engagement	June 22	PVC Research DVC			New
Researchers must:								
ECR1	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	Introduce a new university-wide mentoring scheme for research staff supported by the professoriate	75% staff with SRR engage in the mentoring programme	July 2022 annual evaluation	Head of Research Development			New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	1) Ensure all staff are engaging with ethical governance procedures and policies 2) All staff undertake mandatory ED&I training	1) 100% of staff applying for research funding and reviews to the Ethics Committee agree that they act in accordance with the highest standards of research integrity 2) 100% ED&I training completion 3) Zero cases-research misconduct	July 2022 Quarterly reporting to Research Enterprise	1) Research administrators 2) Organisational Development Officer 3) University Research Ethics Committee			P5.3
ECR3	Take positive action towards maintaining their wellbeing and mental health	1) The Whole University Approach to Health and Wellbeing includes initiatives, resources and support 2) We will embed health and wellbeing consistently into the heart of our culture, strategies and operational practice, including the design and delivery of our curriculum	1) Introduction and evaluation of the impact of the new well-being model - Multiple methods for exploring the impact and the adoption of the wellbeing model will be used (changes in policy, interviews, focus groups and questionnaires across all staff and students at UoS). The questionnaires will include the annual staff survey. Annual staff survey > 75% scoring/engagement level agreeing there is a culture of supporting and nurturing wellbeing at the University. 2) Introduction of the WAM with clear allocation for research time for staff with SRR 3) Development of Guide for Good Practice in Research Resource	Academic year 2021/2022	1) Head of HR Projects 2) School Deans 3) Head of Research Development			New

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ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	We will develop a Good Practice in Research Guide (see EC12) which includes information and advice on how to report staff who fail to meet expected standards of behaviour	Review reporting mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Sep-22	Academic Registrar PVC Research				P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	All policy and research strategy development activity includes representation of research staff at all levels	Revise and review the membership of all research related groups, committees and institutes to ensure appropriate representation and engagement Successful submission for Athena Swan Award	June 2022	PVC Research				P3.13
Employment									
Institutions must:									
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	1) Review of existing policies and procedures to ensure open, transparent and merit-based recruitment 2) Monitor recruitment data	1) Review recruitment policies 2) Report on recruitment data Successful submission for Athena Swan Award	July 2022 September 2022 and reported on an annual basis	PVC Head of People				P1.2 P6.2 P6.7
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Develop a new induction programme for research staff at different levels	1) Revise all staff induction 2) Ensure that 100% of all research staff attend the research staff induction ; devise a research specific induction	1) Feb 2022 2) Sep 2021 Monthly research staff induction programme	Head of People Head of Research Development				P3.6
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	Review the Suffolk Academic Model and Promotion pathways	Introduction of revised promotion pathways and Suffolk Academic Model	Jul-22	DVC				P2.6 P6.3 P6.4 P6.7
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	1) Review available opportunities for line and project management training 2) Audit research staff training needs	Heads of Research Institutes Head of Graduate School are provided with senior leadership training from Advance HE	Jun-22	PVC Research				P2.3
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	Develop bespoke guidance for appraising research staff at all levels	1)Introduction of new guidance for annual appraisals for research staff 2)Revise Promotion Criteria	July 2022	DVC Head of People				P2.6 P6.3 P6.4
E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Monitor and review the introduction of new research focused contracts and progression	Introduction of new research focused contracts and progression	September 2022 Annual monitoring	Head of People Head of Research Development				P1.3 P2.1 P2.2
E17	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	All policy and research strategy development activity includes representation of research staff at all levels	Revise and review the membership of all research related groups, committees and institutes to ensure appropriate representation and engagement Successful submission for Athena Swan Award	June 2022	PVC Research				P3.13
Funders must:									
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies								P2.4
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security								New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								New
Managers of researchers must:									
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Audit current available training opportunities, revise and review 'what works' in managing researchers effectively	1) Revise training opportunities and membership of UKRIO; ARMA; Vitae and Advance HE All RIs Directors, Head of Graduate School, Head of Research Development to complete leadership training	Jun-22	PVC Research				P2.3
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	1) Develop Good Practice in Research Guide (EC12) 2) Ensure terms and conditions of funding are reviewed for each project	1) Publish Good Practice Guide 2) Research Support Manager to review at application stage	1) March 2022 2) Ongoing	1) Head of Research Development 2) Research Support Manager				P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Introduce regular reporting to Academic Appointments and Promotions Committee	1) Athena Swan accreditation 2) Introduce regular reporting to APPC	1)July 2023 2) June 2022 followed by annual reporting	PVC Research				P6.3
EM4	Actively engage in regular constructive performance management with their researchers	Annual staff appraisals based on new guidance	Updated guidance and Actus https://actus.co.uk	Jun-22	PVC Research				P2.3

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EM5	Engage with opportunities to contribute to relevant policy development within their institution	All policy and research strategy development activity includes representation of research staff at all levels	Revise and review the membership of all research related groups, committees and institutes to ensure appropriate representation and engagement Successful submission for Athena Swan Award	June 22	PVC Research				New
Researchers must:									
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	1) Develop Good Practice in Research Guide (EC12) 2) Ensure terms and conditions of funding are reviewed for each project	1) Publish Good Practice Guide 2) Research Support Manager to review at application stage 3) 100% of staff applying for research funding and reviews to the Ethics Committee agree that they act in accordance with the highest standards of research integrity	Jul-22	Head of Research Development				New
ER2	Understand their reporting obligations and responsibilities	1) Develop Good Practice in Research Guide (EC12) 2) Introduce Post Award Compliance reporting	1) 100% staff with SRR engage with Post Award process reporting on completion of projects 2) 100% of staff applying for research funding and reviews to the Ethics Committee agree that they act in accordance with the highest standards of research integrity 3) Information for Pre-Award and Post Award sent to all researchers	July 2022 regular communication	Head of Research Development Research Support Manager				New
ER3	Positively engage with performance management discussions and reviews with their managers	Annual staff appraisals based on new guidance	Introduce updated guidance and Actus https://actus.co.uk	Jun-22	PVC Research				P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	All policy and research strategy development activity includes representation of research staff at all levels	1) Mentoring training programme- 75% staff with SRR 2) RDAP reporting data 3) Induction Research Staff	June 2022	Head of Research Development				P5.2
Professional and Career Development Institutions must:									
PCDI1	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	All staff on academic contracts have 18 days for scholarly activity;SRR Eligible (REF definition) have an additional 200 hours per annum for research engagement	Introduction of Suffolk Academic 100% of academic staff having 18 days for scholarly activity Revise the Scholarly activity policy	Jul-22	School Deans Directors of RIs PVC Research				P3.1 P3.3 P5.5
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Audit current available training opportunities, revise and review 'what works' in managing researchers effectively	Revise training opportunities and membership of UKRIO; ARMA; Vitae and Advance HE Audit attendance	Jun-22	PVC Research				P3.10
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Include career guidance sessions in RDP	Introduce career guidance sessions in Researcher Development Programme	Jun-22	Head of Research Development Head of Careers				P3.1
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Comprehensive RDP in place and access to external opportunities through Advance HE; ARMA, Vitae and UKRIO	1) Mentoring training programme 2) Research Development Programme 3) WAM- 200 hours; Suffolk Academic Pathway	June 2022 Annual review	Head of Research Development				P3.11 P3.14
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	The Directorate of Business Engagement, Entrepreneurship and Careers will work with researchers to identify opportunities for secondment, internships and knowledge exchange	The BDKE team will share with researchers at least 10 opportunities for Knowledge Exchange projects with a third party. This includes potential secondments and internships.	Jun-22	Head of Business Engagement and Entrepreneurship				P3.2 P3.4
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Provide reporting to Deans, ADRs and Directors of RIs	Research Development quarterly reports PGR quarterly reports are provided ACTUS	July 2022	Head of Research Development School Deans				New
Funders must:									
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning								P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								New
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit								New
Managers of researchers must:									
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	The new guidance for appraising researchers will include career development discussions	Introduce updated guidance and Actus https://actus.co.uk	Jun-22	School Deans PVC				P2.3

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PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	1) Introduce Mentoring system as outlined in ECR1 2) Provide comprehensive Researcher Development Programme (RDP) 3) To provide opportunities for potential secondments	1) Research Mentoring training programme-75% SRR 2) Research Development Programme 3) Revise training opportunities and membership of UKRIO; ARMA; Vitae and Advance HE 4) Audit attendance	Mar-22	Head of Research Development Head of BEKE				P3.4 P3.8 P5.5
PCDM3	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	All staff on academic contracts have 18 days for scholarly activity; CAT A Eligible (REF definition) have an additional 200 hours per annum for research engagement and CAT B staff wishing to move to CAT A have an additional 75 hours	New "Staff development time for research, scholarly activity and KE" policy -18 days	Jun-22	PVC Research				New
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	The new guidance for appraising researchers will include career development discussions	Introduce updated guidance and Actus https://actus.co.uk	Jun-22	School Deans RI Directors PVC Research				P3.6 P3.9 P5.5
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Regular opportunity to develop management and leadership skills and monitor engagement with training opportunities and mentoring	Heads of Research Institutes Head of Graduate School are provided with senior leadership training from Advance HE	Jul-22	School Deans, Associate Deans for Research (ADRS) Directors of RIs				New
Researchers must:									
PCDR1	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	The new guidance for appraising researchers will include career development discussions	Introduce updated guidance and Actus https://actus.co.uk Monitor engagement with Actus	Jun-22	Organisational Development Officer				P5.5
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	1) Introduce Mentoring system as outlined in ECR1 2) Provide comprehensive RDP	1) Mentoring system and evaluation -75% SRR 2) Attendance and feedback data	Sep-22	Head of Research Development				P3.8
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	Training on use of Actus	100% Staff SRR 5 years plans in place	Jun-22	Head of Research Development				P5.5
PCDR4	Positively engage in career development reviews with their managers	Annual staff appraisals based on new guidance	Introduce updated guidance and Actus https://actus.co.uk Monitor engagement with Actus	Jun-22	PVC Research				P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Comprehensive RDP in place and access to external opportunities through Advance HE; ARMA, Vitae and UKRIO	Staff engagement -mandatory training for ECRs and PGRS -100%	Jun-22	Head of Research Development				P5.5
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	The Directorate of Business Engagement, Entrepreneurship and Careers will work with researchers to identify opportunities for secondment; internships and knowledge exchange	The Business Engagement and Knowledge Exchange Team will 1. give all researchers access to a Knowledge Exchange toolkit 2. engage 50% researchers in a virtual or face to face Knowledge Exchange and Commercialisation training workshop	Jul-22	Head of Business Engagement and Entrepreneurship				P5.2

* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.