

**University of Salford HR Excellence in Research Award  
Action Plan 2018-2022**

	Area for Development	Critical Success Measures	Responsibility & Deadline
<b>A: RECRUITMENT AND SELECTION</b>			
3-5-year Researcher Career Development Plans	<ul style="list-style-type: none"> <li>All research staff to complete a personal 3-year research strategy.</li> <li>Consultation on content and requirements of researcher's personal 3-year strategy to be collected and should be aligned to the PDR process, and with focus on development of skills and achievements in: research income; partnerships and impact; professional esteem; research outputs; and leadership and citizenship.</li> </ul>	<ul style="list-style-type: none"> <li>This process will be aligned to REF and form part of the University's Academic Career Framework. This is to be managed and monitored by RKE and HR, with follow up through PDR completion.</li> <li>Impact Action Plans to be put in place post-REF 2021 with 70% of the ECR community.</li> </ul>	Dean of Research (June 2020) RKE and HR (Sept 2020 to review progress)
	<ul style="list-style-type: none"> <li>Training and development needs will be identified by RKE and will feed into the bespoke and University-wide training programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Training Development needs identified for 70% of the ECR community. Bespoke training and development pathways to be in place by Sept 2020.</li> </ul>	Researcher Coordinator (Sept 2020)
Create improved accessible PhD formats that are inclusive and increases PGR numbers	<ul style="list-style-type: none"> <li>Increase PhD student numbers through the development of a flexible and accessible PhD format.</li> </ul>	<ul style="list-style-type: none"> <li>This is to be measured by a 10% increase in student recruitment by 2022.</li> </ul>	Doctoral School Director (June 2022)
	<ul style="list-style-type: none"> <li>Embed creative and digital and co-creation (ICZs) to enhance impact and provide additional development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>A 20% increase in PGR publications from 2018-2022 and 30% of the PGR population providing impact case studies by June 2022.</li> </ul>	Researcher Coordinator (June 2022)
Enhanced support for returning researchers	<ul style="list-style-type: none"> <li>A package of support for researchers returning from a career break will be initiated. The package will include confidence development support for specific tasks such as grant writing, publications. Individuals' training and</li> </ul>	<ul style="list-style-type: none"> <li>Through personal development feedback and a 10% increase in research outputs by Sept 2022.</li> </ul>	Director of HR and Organisational Development (Sept 2022)

	<p>support needs will be identified through 3-year personal research strategies.</p> <ul style="list-style-type: none"> <li>Development of a specific recruitment programme to target potential returners that links with national and local support networks to be in place by 2020 and available to all returners.</li> </ul>	<ul style="list-style-type: none"> <li>At least 5 researchers to be recruited through this route by 2022.</li> </ul>	Athena Swan Working group (Sept 2022)
<b>B: RECOGNITION AND VALUE</b>			
Enhanced routes for progression and development	<ul style="list-style-type: none"> <li>Creation of clear pathways to promotion embedded into the University's Academic Career Framework by 2022, managed through 3-year personal research strategies.</li> </ul>	<ul style="list-style-type: none"> <li>To be in place for all UoS researchers by January 2022.</li> </ul>	Dean of Research (Sept 2020 to review progress)
	<ul style="list-style-type: none"> <li>The REF 2021 Code of Practice aligned to the University Academic Framework (UAF).</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed through high researcher engagement (+70%) using the UAF.</li> </ul>	Director of HR and Organisational Development (Sept 2020 to review progress)
	<ul style="list-style-type: none"> <li>Development of training and development tools to support career management available to all researchers by June 2019.</li> <li>The development tools to be evaluated by the University Researcher Development Working Group by Sept 2020 and updated to reflect feedback by 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Offered to all researchers with 40% uptake/attendance.</li> <li>Success based on researcher uptake and participation reaching 40%. Positive feedback from participants – to be reviewed by Researcher Development Working Group Sept 2020.</li> </ul>	Researcher Coordinator (June 2019) UoS Researcher Development Working Group (Sept 2020)
Enhanced research methods support and recognition for best practice	<ul style="list-style-type: none"> <li>Creation of opportunities to develop new research methods through funding and dedicated time investment that includes external opportunities to develop new research methods.</li> <li>Encourage the dissemination and sharing of best practice so that at least 40% of Researchers have accessed this specific development support.</li> </ul>	<ul style="list-style-type: none"> <li>A programme of opportunities to be published by Sept 2020.</li> <li>This will be measured by numbers attending/accessing the support between 2018 – 2020.</li> <li>Measured through registration numbers, with 40% of the ECR community registering for these specific development opportunities.</li> </ul>	UoS Researcher Development Working group (Sept 2020)

External networks and industrial collaboration partnerships	<ul style="list-style-type: none"> <li>• Extension of support for external dissemination e.g. support for conferences, travel, communities of practice.</li> <li>• Increase access to external funding through making researchers aware of the opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• A 10% increase in the number of researchers who access the Conference Support Fund.</li> <li>• This will be measured by increasing attendance at information sessions by 50%.</li> </ul>	Researcher Coordinator & Doctoral School Director; (July 2020)
<b>C: SUPPORT AND CAREER DEVELOPMENT</b>			
Development of a wellbeing concordat for ECRs	<ul style="list-style-type: none"> <li>• Identify the specific wellbeing and mental wellness challenges for ECRs through focus groups.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 20% ECRs from each School attendance.</li> </ul>	Doctoral School Director (July 2021)
	<ul style="list-style-type: none"> <li>• Develop new or enhance existing PGR concordat for mental wellness to include ECRs specifically through the development of an online mental wellness resource by Jan 2020 with review and revision of the wellbeing concordat by July 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• The resource to be embedded into induction and pre-arrival for new ECRs. Information sessions and online campaign to direct existing ECRs to the resource and be in place by Feb 2020.</li> </ul>	Researcher Coordinator (July 2021)
Creations of ECR and PGR networks and mentorship to support research activity and career development	<ul style="list-style-type: none"> <li>• Embed researcher mentorship across Schools from ECR level to senior leadership for research focussed staff and at PGR level for all new and existing PG researchers from Sept 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• 20% of the eligible Research Focussed Staff community to have engaged with some form of mentorship or development by Sept 2022, with the professoriate active in demonstrating academic leadership and supporting mentorship activities.</li> </ul>	UoS Researcher Development Working group; (July 2022)
	<ul style="list-style-type: none"> <li>• Enhance existing mentoring and networks to support specific areas of development by July 2022.</li> <li>• Creation of an external network mentoring programme by Sept 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of ECRs accessing the programme at least once.</li> <li>• At least 20 ECRs identified to participate.</li> </ul>	Researcher Coordinator (July 2022)
Development of Digital skills competency and capacity	<ul style="list-style-type: none"> <li>• Identify and recognise digital best practice to improve access to digital skills development through online training by Jan 2020. This includes a requirement</li> </ul>	<ul style="list-style-type: none"> <li>• An increase in the digital skills capability of ECR and PGR communities by increasing the number of digital outputs</li> </ul>	Researcher Development Working group; (Jan 2020)

	that all researchers returned to REF have ORCID accounts.	or assets (e.g. videos, media etc) by 20% by Jan 2020.	
<b>D: RESEARCHER RESPONSIBILITIES</b>			
Enhance compliance processes such as Research Ethics and Researcher Integrity	<ul style="list-style-type: none"> <li>• Provide online learning and monitoring to ensure compliance.</li> <li>• Development of evidence based, SMART action plans for research Ethics to increase capacity and reduce risk.</li> <li>• Improve the research ethics approval process to speed up the application process.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of new starting researchers completing training by Sept 2019.</li> <li>• 100% of new starters providing research Ethics action plans by Sept 2020.</li> <li>• Reduce application turnaround time by 50% so that applications are processed more quickly and efficiently by July 2020.</li> </ul>	RKE, Associate Director; (Sept 2020)
Enhance Supervisory support and development	<ul style="list-style-type: none"> <li>• Improve accessibility to supervisor support resources with increase access to training for ECRs, PGRs and research Staff.</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of supervisors accessing support by July 2020 and increasing attendance by 20%.</li> </ul>	Researcher Coordinator (Sept 2020)
	<ul style="list-style-type: none"> <li>• Support Supervisors wellbeing and mental wellness through training and support interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 30% of supervisors accessing this programme of support by Sept 2020.</li> </ul>	Doctoral School Director (Sept 2022)
<b>E: DIVERSITY AND EQUALITY</b>			
Improve accessibility off campus to training and development resources and support	<ul style="list-style-type: none"> <li>• Development of a suite of online resources to help those working and conducting research off campus.</li> </ul>	<ul style="list-style-type: none"> <li>• To be in place by Jan 2020.</li> </ul>	Researcher Coordinator (Jan 2020)
	<ul style="list-style-type: none"> <li>• Improve accessibility to training for part-time researchers and those with caring responsibilities – consultation through feedback and focus groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of provision by Jan 2020.</li> </ul>	UoS Researcher Development Working group (Jan 2020)
Improved access to networks and support	<ul style="list-style-type: none"> <li>• Provide improved access and support for female, BME and LGBT research communities.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 20% accessing an online provision in place by Jan 2020.</li> </ul>	Athena Swan Working group (Jan 2020)
	<ul style="list-style-type: none"> <li>• Encourage researcher driven activities through peer-to-peer support.</li> <li>• Increase sign-posting and direction to existing resources and information.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 50% of researchers actively involved or developing activities.</li> <li>• measured by increased online traffic by 40%.</li> </ul>	Researcher Coordinator (Jan 2022)

<b>F: IMPLEMENTATION AND REVIEW</b>			
Embed wellness and wellbeing across the research community	<ul style="list-style-type: none"> <li>Incorporate Wellness as a regular item on the Researcher Development Working Group Annual Business by Dec 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Noted through the discussion notes for the Group and recorded in the Annual Report.</li> </ul>	Researcher Development Working group (Oct 2019)
	<ul style="list-style-type: none"> <li>Improve access to resources and support on internal and external webpages by updating information</li> </ul>	<ul style="list-style-type: none"> <li>A 20% increase in web traffic by Oct 2019.</li> </ul>	Doctoral School; (Oct 2019)
Mid-point review of Action Plan	<ul style="list-style-type: none"> <li>Review progress against action plan. The review should include an audit of participation and outcomes of training.</li> </ul>	<ul style="list-style-type: none"> <li>At least 50% of activities achieved or on target to achieve.</li> </ul>	Researcher Development Working group (June 2020)