



Appendix D: PI and Research Leaders Survey (PIRLS) 2015 – Action Plan

<i>Issue</i>	<i>Action Identified</i>	<i>Target Date</i>
Increase response rate to survey (currently 42%)	Invite respondents to working lunch to launch survey in 2016 – aim for 75% completion rate	2016 PIRLS survey
Review membership of survey respondent group (not all members have research management experience)	HR Excellence Working Group to review respondent group and made recommendations to RKECC for PIRLS 2016 survey	RKECC – March 2016
Some staff do not feel that their contribution to research is sufficiently valued	<p>The University have held a series of focus groups, which are being led by an external consultant (so staff can remain anonymous if they wish) to gather the ideas and suggestions of all staff as to what they would most value as recognition for the hard work that everyone contributes to make Bath Spa the successful University it has become. HR have encouraged as many attendants as possible and a report will be produced and taken to VCEG with suggestions for improvement. HR hope to roll out some new recognition initiatives in 2015/16</p> <p>Working Group will review outcomes of focus groups to pick up on any research related issues, and take proposal to RKECC on how to address this effectively.</p>	RKECC – 10 March 2016 to review working group recommendations

Issue	Action Identified	Target Date
All respondents feel that the contribution that they make as research leaders is not recognised or valued fully	<p>The University have held a series of focus groups, which are being led by an external consultant (so staff can remain anonymous if they wish) to gather the ideas and suggestions of all staff as to what they would most value as recognition for the hard work that everyone contributes to make Bath Spa the successful University it has become. HR have encouraged as many attendants as possible and a report will be produced and taken to VCEG with suggestions for improvement. HR hope to roll out some new recognition initiatives in 2015/16</p> <p>Working Group will review outcomes of focus groups to pick up on any research related issues, and take proposal to RKECC on how to address this effectively</p>	<p>RKECC – 10 March 2016</p> <p>Focus groups were facilitated on 8th and 16th December 2015 - New initiatives will be rolled out in 2015/16</p>
All respondents do not recognise fully the value of career development advice to others	RSO to investigate training and development in this area	RSO – April 2016
All respondents feel that the contribution that they make as research managers is not recognised or valued fully	Role of staff as research managers and on groups such as Internal Peer Review College to be highlighted across University and importance of their roles tied in with the University 2020 strategy	RSO to update website by Feb 2016 to include these areas
All respondents feel that the contribution that they make to engagement and impact activities is not recognised or valued fully	Working Group to make recommendations to RKECC on ways that research activities can be showcased and celebrated more effectively	RKECC – 10 March 2016

Issue	Action Identified	Target Date
Most respondents do not see the full value of engagement and impact activities in being a successful PI/research leader	RSO to develop workshops on research impact and engagement and the importance of these activities as part of the University 2020 strategy	RSO – 10 March 2016
All respondents are not confident at different levels on aspects of leadership	RSO will be launching a Research Leadership programme in Summer 2015 which will help to address some of these issues.	RSO – Summer 2016
All respondents rated aspects of the institution's staff review/appraisal scheme as not useful in some degree	HR to review respondents' comments and to take these into account during the annual SDR review process.	HR – ongoing process
Respondents were asked how much time they had spent on training and continuing professional development in the last 12 months – 50% responded that they had spent less 2 days or less	VP (Research) to engage in discussions with Deans of School about the release of staff to attend research development and training events. HR to emphasise the need for managers to support staff training needs as part of the annual SDR process.	VP (Research) – ongoing process HR – as part of preparation for 15/16 SDR review timetable
All respondents expressed dissatisfaction with support that they received from the institution in their role as a research leader and manager	RSO will be launching a Research Leadership programme in Summer 2016 which will help to address some of these issues.	RSO – Summer 2016
Concerns have been raised over whether staff are treated fairly and equitably within the institution	HR to review respondent's' comments and to raise with University Equality & Diversity Committee where appropriate	HR –Dec 2015

Training and Development

The following needs have been identified, utilising internal expertise from our research leaders and mentors, and also through external facilitators

Area	Action	Target Date
Conducting appraisals	HR to review existing training programme and review respondents' comments before preparation begins for 2015/16 round of appraisals	Jan-Mar 2016
Leading your people/group and research teams	A Research Leadership programme is being developed for launch in Summer 2016	April 2016
Managing group/project finances and financial management for research	A Research Leadership programme is being developed for launch in Summer 2016	April 2016
Managing research projects	A Research Leadership programme is being developed for launch in Summer 2016	April 2016
Managing staff performance	HR to review respondent's' comments in line with existing review of management across the University	Ongoing process
Motivating Individuals	A Research Leadership programme is being developed for launch in Summer 2016	April 2016
Personal effectiveness and time management	A Research Leadership programme is being developed for launch in Summer 2016	April 2016
Providing research staff with advice on the range of career opportunities	Training courses and workshops will be developed by RSO in consultation with HR and the Careers Service to develop this area	1 st workshop April 2016
Recruiting and selecting group members	RSO/HR to highlight training currently available to staff and encourage Research Leaders to attend	End Feb 2016
Grant writing and income development	A series of expert workshops will be offered from January 2016	Jan 2016
Research impact	A series of expert workshops will be offered from January 2016	Jan 2016
Intellectual Property	A series of expert workshops will be offered from January 2016	Jan 2016
Creative Practice as research	A series of expert workshops will be offered from January 2016	Jan 2016

Academic Writing	A series of expert workshops will be offered from January 2016	Jan 2016
Supervising Research Students	Two workshops have been put in place for 2015/16 for new and experienced researchers, and a new on-line Research Supervisors Training programme will be launched on 10 November 2015. A series of lunchtime workshops will be developed to support this programme, facilitated by experienced supervisors and Higher degree Tutors.	10 March 2016 -RKECC 16 March - HD(R)C

10. Qualitative statements about the importance of research-related activities and how contributions are recognised and valued by the institution – themes identified:

Comment	Response
There is too much emphasis on securing funding, and not enough on managing projects and developing an appropriate infrastructure once funding is secured	This will be addressed as part of the research development programme, and leadership development programmes. As successful awards grow in number, specific workshops and events will be held, as well as one-to-one sessions with the lead Academic and the RSO
There is a lack of recognition of the research activities and research networks that staff are currently engaged in	The RSO will be investigating ways in which research success and activities can be better showcased and celebrated across the University
Staff are not given enough time to develop bids or carry out research	RKECC has some funding to enable staff to be supported through the bid development process, and this will be allocated according to School set priorities
Research leaders should be given dedicated time to adequately	VP (Research) will discuss ways of facilitating this with Deans of

carry out these roles	School
Where funding is available, it takes a lot of time to get staff in post and to appoint Research Assistants or administrators	RSO to work closely with Lead Academics and HR to ensure that action is taken on filling funded posts as soon as awards are confirmed
Staff would welcome a time allocation model that addresses the issues of teaching workload and research time	VP(Research) will continue to lead these discussions at VCEG
There is a perceived lack of research role models at senior management level in Schools	Research mentors will be put in place for all ESRs and the role of the Internal Peer Review College better publicised.
There is a danger that over-centralisation may endanger School initiatives through dilution of HEQR to Schools, meaning that good research staff leave the University	HEQR allocations will continue to be made to Schools, alongside central initiatives available to all active researchers

22. Comments about equality and diversity:

Comment	Response
Parts of our buildings are not fully accessible because of their listed status It is essential that timetabling of teaching takes into account the need of staff to block teaching commitments into certain days of the week to free other days for research, and this is a particular concern for part time staff where a stable timetable is very helpful for those staff managing caring commitments as well as teaching and research.	These issues should be addressed as part of timetabling and forward planning, and alternative arrangements made where required. The review of semesters will address some of these issues and the VP (Research) will engage in discussions with Deans of School about the release of staff to attend research development and training events.
The gender and ethnic minority balance across senior management and research staff is not as diverse as it could be.	The University is aware of this and progress is reviewed annually by the Equality & Diversity Committee.