Institutions must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	There is clear guidance and support for the recruitment of staff, with an HR Business Partner designated to each academic school and professional service department to support the process. All job descriptions are HERAd to ensure that are at the appropriate grade, and the recruitment process is managed by the HR department to ensure equity and fairness for applicants. Shortlisting and interview decisions are recorded against an agreed template and feedback is available for any unsuccessful applicants. Recruitment training is available and all managers are encouraged to attend. All staff are required to undertake mandatory unconscious bias training on-line.	Work with HR on any changes to recruitment processes to ensure that the needs of researchers are embedded within institutional policy. Internal recruitment processes should mirror external recruitment practices. RSO to work with HR to ensure that all new PIs are included in recruitment training, and to monitor completions rates for on-line training. Develop some E&D workshops for the research staff community.	Aim for 60% completion rates of the unconscious bias training by 31 July 2021. Plan and run E&D training for researcher community in academic year 2020/21.	31 July 2021	Research Support Office (RSO)
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	There is a general staff induction programme for all staff, introducing them to the University and its policies and processes. The Research Office also offers a research induction workshop for all new academic starters, in collaboration with Library Services. All new ESR staff are offered a research mentor, and have a discussion with their UoA Leader in relatio to whether they can be identified as 'Significantly Responsible for Research' or an 'Independent Researcher' for REF purposes.	Develop a virtual version of the Research induction programme, with interactive video links for the intranet for those that cannot attend. Offer follow-up one-to-one sessions with RSO staff where required. RSO staff to co-facilitate RDP workshops on relevant issues such as funding, bid development, project management etc	60% of new staff to attend virtual induction sessions on an annual basis. At least 4 co-facilitated events to be offered each year.	31 July 2022	RSO

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
EI3	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	The University has an annual round for promotions to Readers and Professors in three routes: Research; Creative Enterprise and Innovation and Teaching and Learning. All pathways have clear criteria that are circulated to all staff, and promotion workshops are offered to all interested candidates at the start of each annual process. There is an annual VC Awards scheme with categories to recognise teams and individuals, and the research office has a regular newsletter that highlights research successes and achievements.	Further develop coaching sessions for promotion pathways. Develop a spotlight section on the Research Newsletter for research staff. Roll out Research Matters initiative to showcase research success across university.	One-to-one coaching meetings offered to those Research leaders who were unsuccessful in their applications for the R&E Leadership Programme but who intend to go for promotion in the next five years. All those successful applicants on the course will benefit from bespoke support in this area. Spotlight at least 10 research staff across 2020-21.	31 July 2021	RSO/ Pro-Vice Chancellor (Research & Enterprise) PVCRE
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	The University has a range of Management training in place, and has a Line Managers forum which encourages the sharing of good proactive and promotes professional development. The RDP runs training workshops in research leadership and management, and in project management for PIs and Co-Is leading research projects.	Review the leadership training programme and create a pathway specifically for research leaders in collaboration with PVC External in collaboration with the creative leaders network	Project Management training offered to all staff through the RDP. New Research & Enterprise Leadership Programme launched in 2020-2021.	31 July 2021	RSO
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	All staff are required to undertake an annual appraisal and transparent promotion criteria are in place for academic staff. Research only staff are eligible to apply for promotion if they meet the criteria, and can also apply for a job regrade through the development of a business case with their Line Manager within the research job family of their role changes substantially. Research staff are eligible for redeployment and these avenues are explored at the end of fixed term contracts. The workload allocation model is being piloted at the moment, with a view to roll out across all academic schools in the 21/22 academic year (delayed due to Covid-19).	Continue to work with HR and PVC Operations to input into research elements of the Workload Planner.	New Workload Planner pilot will be launched in 2021-22	31 July 2022	RSO

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
EI6	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	Where funding allows, research only staff can be appointed on open ended contracts. At the end of a fixed term contract period, redevelopment opportunities are made available to staff affected, and other funding routes and opportunities are discussed. PhD alumni and FTC staff have the option to remain in contact with the university through our Visiting Research fellow scheme, which allows them continued access to a Bath Spa email address, Library resources and support for the development of research grant applications. HR are involved in the identification of research roles at application stage, and at grant start up, to address these sort of employment issues.	Work with Heads of Schools on how HEQR continues to be utilised to develop research culture and environment and support for schemes such as bridge funding, RA support for internal projects and pump priming projects etc.	Consultation meetings on job security for contract researchers offered each year with the PVCRE and RSO team. Seed funding programme to be launched in Dec 2020 which will offer opportunities for RA support.	31 July 2021	RSO
EI7	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	Research staff are embedded within academic school communities through Research Centres and Groups, and are encouraged to take part in university wide research initiatives. The RDM Manager has one-to-one discussions with all of our FTC research staff and keeps in touch through a range of research development initiatives. Researchers take part in Town Hall meetings and other events related to discussions on research policy, and there is an ECR/FTC representative on the University's Research and Ethics Committee.	Continue to offer opportunities for research staff to engage in workshops and focus groups. Research Leader meetings feed into Research and Ethics Committee and termly Research Forums will be put in place for researchers to discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival.	New Research & Enterprise Leadership Programme launched in 2020-2021, with outcome of presenting to SLG on their suggested culture-changes.	31 July 2021	RSO

Funders must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements	RSO to discuss any funder requirements with HR	changes implemented in line with funding requirements	July 2022	RSO
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements	RSO to discuss any funder requirements with HR	changes implemented in line with funding requirements	July2022	RSO
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements	PVCRE to discuss the issue of research staff promotion pathways when university financial position allows	Explore the development of a promotion pathway for researchers as part of the 2021/22 review	July 2022	PVCRE
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements	RSO supports all research staff in applying for funding and provides funding development workshops. As part of the application process, discussions are held with HoS about contract extensions if bids are successful.	Continue to provide 'finding funding' and developing funding application workshops as part of the RDP.	July 31 2021	RSO

Managers of researchers must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	All Line Manager are required to undertake Line Management training and take part in the Line Management forum.	Review the leadership training programme and create a pathway specifically for research leaders in collaboration with PVC External in collaboration with the creative leaders network	New Research & Enterprise Leadership Programme launched in 2020-2021.	July 31 2021	RSO
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	RSO organises start up meetings with PI, finance and HR to go through terms and conditions of grant prior to the start of funded projects. Project Management training is offered through the RDP for PIs and Co-Is.	Research Leader meetings to focus on a particular element of legislation and codes of practice as part of each session. Start-up meetings continue to be set up with PIs for all new grants, and terms and conditions discussed as part of project management support	New Research & Enterprise Leadership Programme launched in 2020-2021.	July 31 2021	RSO
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to these issues. E&D information related to promotion are evaluated and reviewed on an annual basis and any issues referred to E&D Steering Group for action.	RSO continue to work with HR to review E&D recruitment data related to research staff and to take positive action where appropriate.	New Research & Enterprise Leadership Programme launched in 2020-2021. Plan and run E&D training for researcher comunity in academic year 2020/21.	July 31 2021	RSO
EM4	Actively engage in regular constructive performance management with their researchers	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to this area. This area is also part of discussions at Research Leaders Meetings, and training in Mentoring and Coaching is available to staff through the MAPPHE Programme.	A new research and enterprise development form has been launched to help staff have conversations with a research mentor about their development needs, and to feed this into their annual SDR. Coaching for research leaders is being explored as part of the 2021/22 RDM. HR is monitoring SDR completions manually for 2021/22 and will set a benchmark for completion at the end of this process.	Launch of development form to inform 20/21 round of SDRs, followed by evaluation and review for 21/22 round. Review of SDR completions and target set for 2021/22	June 2021 for launch and May 2022 for review. SDR review January 2022.	RSO and HR

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
EM5	Engage with opportunities to contribute to relevant policy development within their institution	All staff are given the opportunity to engage with policy development through Town Hall meetings, Research leaders meetings and the professoriate. Working Groups are also set up and membership sought for specific policy areas (e.g. open access, KEF)	Continue to engage widely on policy developments across the research community.	New Research & Enterprise Leadership Programme launched in 2020-2021, with outcome of presenting to SLG on their suggested culture-changes.	July 31 2021	RSO

Researchers must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	All staff at the University have an induction session where they are introduced to the university, and its policies and procedures, as well as a research and library induction which focuses on support that the University provides for their research activities. There is a start-up meeting with the project team at the start of any externally funded awards, where any particular funder terms and conditions can be discussed, and a post-award team supports them through their grant with any funder queries.	Work is ongoing to ensure that the RSO intranet pages are kept up to date with relevant information to support researchers at the university. There is a dedicated suite of pages on the university intranet pages for staff, and on the website for staff, PhD students and external collaborators. Research Induction now offered virtually with interactive videos on-line for those unable to attend, and one-to-one follow up sessions with RSO staff available.	60% of new staff to attend virtual induction sessions on an annual basis. Research induction videos available from Jan 31st 2021.	31 July 2021	RSO
ER2	Understand their reporting obligations and responsibilities	As above, through induction processes. The RSO works closely with research project teams and research staff to support them in their activities.	RSO continues to work closely with researchers and their teams.	At least 4 co-facilitated events to be offered each year.	31 July 2021	RSO
ER3	Positively engage with performance management discussions and reviews with their managers	All staff are required to undertake an annual Staff Development Review with the Line Manager.	RSO is working with HR to implement an annual research plan into the SDR process. HR to add how they monitor SDR completions and enforce this across the university.	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	31 July 2022	RSO and HR
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Researchers are encouraged to engage in the activities of their academic school, and of the research centre or group that they are affiliated to. They are supported to take part in their external academic networks and to attend conferences and workshops. There is an annual research conference at the university that enables staff to showcase their research, and their projects are disseminated through the monthly research newsletter and through the Research Matters initiatives. Researchers are represented on the HR Excellence Working Group, and on the University Research & Ethics Committee. ESR staff and PhD students are encouraged to develop and run workshops through the Researcher Development Programme.	Continue to fund the Journeys in Research series in the Researcher Development Programme and to identify funding sources to support wider researcher development. Termly Research Forums will be put in place for researchers to discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival.	At least 4 JIR events to be offered each year. Termly research forums to feed relevant actions into REC.	31 July 2021	RSO