

**PI and Research Leaders Survey (PIRLS) 2015 – Action Plan Review - November 2017**

<b><i>Issue from 2015 survey</i></b>	<b><i>Action Identified</i></b>	<b><i>Update of Actions taken</i></b>	<b><i>2017 survey and Actions Identified</i></b>
Increase response rate to survey (currently 42%)	Invite respondents to working lunch to launch survey in 2016 – aim for 75% completion rate	A discussion on the PIRLS 2017 survey was undertaken at the Professorial day on 10 April and research leaders encouraged to respond	Response rate was lower at 37% than in 2015. More dissemination and advocacy is required for 2019, as well as a longer lead time.  Completion of the survey will be mandated by the VP (R&E) across the Research Leaders group
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 2017 survey	Respondent group was discussed with Professoriate as above and it was agreed to focus on research leaders group	Research Leaders (RL) group has reviewed the membership and agreed that it should be extended to include in 2019 REF UoA Champions and RKECC representatives.
Some staff do not feel that their contribution to research is sufficiently valued	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	VCEG have approved some new recognition initiatives, including: - Postgraduate teaching and Excellence in Doctoral Supervision (individual) - Public engagement (individual or group) Research Impact award (individual or group)	The recognition initiatives have not yet taken place and the RL group will review how staff can be best supported in their roles.  Launch of the awards will be discussed with HR for implementation in the 2017/18 academic year.

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	<p>contributes to make Bath Spa the successful University it has become.</p> <p>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>-GALA Award for International collaboration (individual or group)</p> <p>These have not yet been implemented, but the VP (R&amp;E) acknowledges and celebrates success in the monthly newsletter and in regular updates to VCAG</p> <p>The redesigned University website enables research centred to highlight and showcase their work better than in the past.</p> <p>This has been incorporated into the new staff satisfaction survey feedback and issues raised will be addressed in workshops and discussions around outcomes</p>	<p>A recurring issue relating to specified time allocated to staff to undertake these roles is noted in the 2017 PIRLS results and will be addressed as part of the Workload Allocation Planning discussions in the 2017/18 academic year.</p>
<p>All respondents feel that the contribution that they make as research leaders is not recognised or valued fully</p>	<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</p>	<p>Leadership Development training is now included in the Researcher Development Programme, and two events for Research Centre Leaders have been organised this academic year to showcase their activities, and to facilitate discussion and</p>	<p>The development work for RLs will continue in the 2017/18 academic year, and will include forums for discussion and peer support as well as formal research leadership training.</p>

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	what they would most value as recognition for the hard work that everyone contributes to make Bath Spa the successful University it has become.	collaborative research initiatives.  A series of workshops are planned for 2017/18 to build on RL professional and personal development.	RL group agreed that an informal mentoring scheme for peer support would be useful and this will be implemented in 2017/18
All respondents do not recognise fully the value of career development advice to others	RSO to investigate training and development in this area	A mentor programme has been put in place to support ESRs, facilitated by a workshop for mentors to discuss the value of this role	This has improved in the 2017 PIRS survey, with RLs showing more confidence in this area. Training and development in this area will continue.  RLs will continue to review the effectiveness of the ESR mentor scheme and expand this if appropriate
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 an Internal Peer Review College to be highlighted across University and importance of their roles tied in with the University 2020 strategy	Research Centres and the Leadership of these are highlighted prominently on the new website, and the role of the IPRC is discussed as part of new staff research induction sessions and RSO road shows  Discussions are ongoing in relation to workload management tariffs to protect time to undertake these roles effectively	Workload tariffs and allocations for research leadership roles should continue to be discussed and agreement put in place for dedicated time by senior management.  These issues will be raised with HR as part of the ongoing discussions about the Workload Allocation Methodology tool and the development of the new SDR process.

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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	A new Impact officer post has been created to support researchers in evidencing their research impact, and a new Public Engagements champions scheme linked to Research Centres has been launched A PE seed fund was launched in 2016/17 and will continue in 2017/18 to pump prime these activities	The results in PIRLS 2017 were broadly similar to 2015 - support and development will be increased this academic year and will be focussed around the extended scope for research impact in REF 2021. Funding to support these activities continues to be available through seed funding and QR funding to Schools
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	A Public Engagement development day was held recently to launch the PE Champions Scheme, and a university-wide development day on impact is scheduled for July 2017  New impact officer is working to support RLs and Research Centres on the understanding and development of research impact, and on showcasing this both across the University and externally  Will use the Leadership Foundation Impact Toolkit to inform RL development workshops	This is no longer the case - 100% of respondents think that impact and public engagement are important to being a successful research leader

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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.	2 <sup>nd</sup> cohort took place June 2017 and a 3 <sup>rd</sup> cohort is planned for 2017/18	<b><i>The Leadership programme will continue in 2018/19 but will be reviewed in line with RL needs</i></b>
All respondents rated aspects of the institution's staff review/appraisal scheme as not useful in some degree	HR to review respondent's' comments and to take these into account during the annual SDR review process.	HR – on-going process The new workload allocation model system should help with these discussions - need to clarify how this ties in with SDR models - need to check SDR completion stats for 2016/17	The PIRLS 2017 results demonstrated improvements in this area, but there were still concerns over the usefulness of appraisals for leading to training and CPD, and changes to work practices, which should be reviewed  25% of respondents had not had an appraisal in the last 2 years - HR to review SDR completions statistics for comparison purposes
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) – on-going process  Time for these duties can now be negotiated as part of the Workload Allocation model process.	PIRLS 2017 showed an improvement in this area, with 65% of respondents having spent 3-5 days last year in training and development. This still needs to be reviewed, in line with discussions about workload allocations.

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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.	2 <sup>nd</sup> cohort took place June 2017 and a 3 <sup>rd</sup> cohort is planned for 2017/18  VP (R&E) will be running a series of workshops to bring the RL community together to support their personal and professional development.	RL forums have been planned for 2017/18 and development opportunities will continue to be offered.  Workload issues related to time to undertake these roles continue to be an issue.
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 – ongoing	There are still issues to be addressed, particularly in the area of recruitment and selection and day-to-day treatment at work. The University is taking this forward centrally in line with other staff survey action plans.