



a)
development is kept up to date

c) Regular monitoring and evaluation of all relevant UoS policies and procedures - create a sub working group to regularly discuss and manage review process - also, see EC3 and 4

EC6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	See Action 121	Dec-22	RSO/RDC SG Assistant Director HR: OD	Launch of improved digital platforms, by 30 Jun 2022, with annual review process to ensure information is up to date to be included in committee meetings and Concordat Annual Report (a & b) Delivery and launch of PMArger development module on UoS LearnUpon (Organisational Development) by 30 Jun 2022 (b) Survey data shows positive increase of approx 2% to meet or exceed CEDARS Agg 2021: RS good level of job satisfaction Hence web pages and online module have been launched (UoS Oct 2021: QO1 commitment 6(a))	a) In progress - Comprehensive webpage for PMArgers has been developed with relevant info as to the role and process.RSO has held several onboarding workshops for PMArgers.If proposal to create toolkit has been reviewed and as the need has changed (in part due to CO1 Management Essentials resources), the focus will instead be on redesigning RSO webpages. b) In progress - OD has implemented a Management Essentials training course, offered termly through LearnUpon.Completion analytics are sent to Heads of School (HoS) termly to follow up with their PMArgers. Additional PMArger training is under development, including self-directed modules, and carried forward to the next action plan. c) In progress - due to resource shortage and subsequent restructuring within HR between 2022-23, this has been delayed.A Head of Employee Relations and Policy has been recruited (end 2023) and will begin working a policy review in 2024	All PMArgers are required to complete mandatory OD ongoing training as outlined below within their first few months in post: - Diversity in the Workplace - Inclusive Leadership - Insiders and Outsiders - How Micro-Behaviours affect the Workplace - No Impact of Micro-Behaviours - Risks and non-binary awareness - Unconscious Bias
		See revised 10a and 121	Dec-23	RSO/RS Reps RDC SG	Increased survey response rate, across both UoS Staff Survey and CEDARS, by 2023 - using comparative data from 2022 (as CEDARS not launched in 2021) (BPS 201: Response rate 16.02 out of 38 Research Staff Research Only Contract - July 2019) QO1 data feedback EDI and HR committees - annual report to be presented by RSO	a) In progress - unable to change questions in previous iterations of the UoS Staff Survey. Questions will be put forward for inclusion in future iterations. b) COMEED - CEDARS ran in 2023, with charity nomination and donation as incentive. c) COMEED - RS Reps are expected to hold School ECR forum termly and report School update to each Reps meeting.Key survey ECRs on 1st 2nd 3rd 4th 5th 6th 7th 8th 9th 10th 11th 12th 13th 14th 15th 16th 17th 18th 19th 20th 21st 22nd 23rd 24th 25th 26th 27th 28th 29th 30th 31st 32nd 33rd 34th 35th 36th 37th 38th 39th 40th 41st 42nd 43rd 44th 45th 46th 47th 48th 49th 50th 51st 52nd 53rd 54th 55th 56th 57th 58th 59th 60th 61st 62nd 63rd 64th 65th 66th 67th 68th 69th 70th 71st 72nd 73rd 74th 75th 76th 77th 78th 79th 80th 81st 82nd 83rd 84th 85th 86th 87th 88th 89th 90th 91st 92nd 93rd 94th 95th 96th 97th 98th 99th 100th 101st 102nd 103rd 104th 105th 106th 107th 108th 109th 110th 111th 112th 113th 114th 115th 116th 117th 118th 119th 120th 121st 122nd 123rd 124th 125th 126th 127th 128th 129th 130th 131st 132nd 133rd 134th 135th 136th 137th 138th 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