

Human Resources Strategy for Researchers at South East European University

Action Plan

Strategic Narrative

This document contains the results of a collective evaluative consultation at South East European University, in Tetovo, Macedonia, to identify and improve the institution's research capacities. It was an effort led by the SEEU Research Office, but which additionally incorporated the analysis and contributions of all University Faculties, and numerous additional administrative and support staff. The timeframe of this Action Plan is academic year 2014/2015 until the academic year 2016/2017, although several actions intended will inevitably carry into the academic year 2017/2018.

The following consultative procedures were undertaken to produce this action plan and GAP analysis. The SEEU Research Office, led this formal consultation with senior administrators (the Executive Team of the University), Faculty leadership (the Deaneries of each Faculty), and individual scholars and teachers. Each instructor was required to submit an Individual Research Plan to the Provost of the University, and the Faculty Teaching-Scientific Councils defined their research aims collectively. These consultations involved all academic staff, from the rank of Lector and High Lector to Docent, Associate Professor and Full Professor. Staff were also provided with deliberative round-table discussions and training sessions led by the Research Office. These processes were followed on both the Tetovo and Skopje campuses. All of those consultative mechanisms are reflected in this report.

The University is well positioned to lead or assist in research related to the Balkan region and to local socio-political subjects. It is now, and will be, a valuable partner for research institutions external to the area seeking local partnerships; yet SEEU is also expanding its own individual research profile. Significantly, it has recently created two discrete Research Institutes based in the University: the Max van der Stoel Scientific Research Institute (for political, diplomatic and social science research), and the Institute for Environment and Health (in which SEEU has proven to be a leading institution regionally, having pioneered the implementation of both solar and renewable biomass on the Tetovo campus).

The structure of the University allows SEEU to provide interactive support from the various contributory parts of the institution. There are five mutually supporting Faculties, each bringing different areas of expertise to bear: Business & Economics; Contemporary Sciences & Technologies;

Languages, Cultures & Communications; Law; and Public Administration & Political Sciences. These Faculties, working in conjunction with the Research Institutes, create a regionally-distinguished interaction of specializations.

It is the stated intention of SEEU to support and develop the research capacity of the University itself, and of the individual researchers who work here. The University has, for years, run a peer-reviewed academic journal (SEEU Review), and has supported the publication of academic monographs under the University's own publishing colophon. Research and publication have been written directly into the promotional procedures of the institution, and a new contractual schema has been introduced whereby productive researchers will be given special contracts offering them additional research time outside their teaching responsibilities. The University has also undertaken numerous research projects, either funded externally or internally, which may be surveyed on our website: <http://www.seeu.edu.mk/en/research/projects>. SEEU has also worked with international partners or sponsors such as the FP7 funding opportunities, Tempus projects, UNDP research funding, USAID-Lyons Club co-operative projects, and RRPP research funding. Please see (<http://www.seeu.edu.mk/en/research/international-projects>).

The process of producing this GAP analysis brought into focus many possibilities and opportunities for South East European University, which will be apparent throughout this document. It enabled the University leadership (but, more importantly, the individual researchers and research groups) to identify weaknesses and areas for concentration and effort. Irrespective of the outcome of this specific application, this process has had a salutary and clarifying effect upon the research endeavours of the University, and will lead to a greater focus in the research efforts, funding, and planning of SEEU. Some of the actions detailed in this Action Plan have already begun, or are currently in the process of preparation. As part of this process, the Provost of the University was specifically tasked with taking over the functions previously undertaken by the Pro-Rector for Research, thereby making the head of research the top University academic under the Rector.

The end result of this process is intended to be both an increased research capacity for the University and a better mechanism for assessing research problems and opportunities simultaneous to the research. Previously, most self-assessment of research policies in the institution has been retrospective (that is, after a project has concluded, a conference ended, etc.). Yet it is the clear commitment of SEEU to build up teams and institutional mechanisms that will conduct continuous self-assessment whilst research is being conducted. This, it is hoped, will enable the University to act more rapidly to recognize opportunities and to amend errors quickly, and will promote a more broad spectrum of evidence for end-of-project retrospective self-assessment. Accordingly, the mechanisms and teams promoting continuous self-assessment will themselves contribute to, and will be analyzed by, the SEEU Research Self-Assessment overview, intended to begin Fall term 2017 and carry into 2018. One of the major elements of this Self-Assessment overview will also be the monitoring of the implementation of the present Action Plan.

It should be noted, finally, that this is a collective document and report. There is no author nominated, nor does one individual assert final authority over it *ex officio*: this is because it represents the collegial self-assessment of over one hundred individuals, examining carefully their own research work, that of their research groups, and their realistic prospects for further collegial collaborations with other individuals or institutions. It is the conclusion of SEEU that the institution stands ready to serve as a reliable and effective local partner for large international research projects, as well as an incubator for self-generated research, particularly in the fields of Balkan culture and politics, environmental stewardship, and socio-political analysis.

I. Ethical and professional aspects

Aim	Target Actions	By whom	By when	Progress
Promotion of ethics in research	<ul style="list-style-type: none"> • Compile guidelines for ethics in scientific research including standards specific to SEEU disciplines, recognition of all contributions to research efforts, etc. • Ensure guidelines are linked to the SEEU Ethical Code, and to the EU Code of Conduct, and are appropriately embedded in relevant policies/ procedures. • Produce annual report on Research output which includes information on compliance with ethical standards. • Provide an Annual 	Struga training Ethical Working group As above Provost (annual research report to board – include section on ethical issues) Q Office, Research Office (part of general report to	By end Spring term 2015 By end Winter term 2016 End Winter Term for each previous academic year End Winter Term for each previous academic year	

	diversity report to include researchers.	Board (enrolment, progression, achievement, staff promotion....gender, ethnicity, age, research/staff development use of budget)		
Promotion of professionalism in research	<ul style="list-style-type: none"> • Implement training plan related to research in topics such as attracting and managing projects, research ethics, recruitment, use of internal research database for promotion. 	Provost, Research Office, Quality Advisor, Head of Professional Development Committee	Start of Winter and Spring terms 2015, 2016, 2017	
Webpage	<ul style="list-style-type: none"> • Shift focus of material on webpage to concentrate more on current research, projects and publications. 	Web working group (Research Office/ Director of Research Institutes/PR Office/ Quality Advisor)	End of Spring term 2015	
1. Research freedom	<ul style="list-style-type: none"> • Develop monitoring and support processes and promote good ethical practice in scientific research work. • Hold more workshops, training, international scientific conferences and produce more scientific publications. 	Provost, Research Office, and Director of PhD School	End of Winter Term 2016 End of Spring Term 2017	

	<ul style="list-style-type: none"> • Compile guidelines for ethics in scientific research. • Integrate and operate University principles for all research projects such as HR practice, environmental policy. 		<p>Start of Spring Term 2016; to be finished and approved by Senate by Spring 2017</p> <p>End of Spring Term 2016 (following meeting of University Senate and Board)</p>	
2. Ethical principles	<ul style="list-style-type: none"> • Review of the current documents. • Annual report on application of ethical standards embedded in the research rules. • Training related to the practical implementation of ethical principles in research: voluntary participation, anonymity and non manipulation of records, detecting plagiarism. 	Provost, Director of PhD school, Head of Bioethics Unit, and Research Office	<p>End of Spring 2015</p> <p>End of Winter Term 2015, 2016, 2017</p> <p>End of Spring Term 2016</p>	
3. Professional responsibility	<ul style="list-style-type: none"> • Build guidelines for researcher (or research group): who should conduct research, with full respect for academic integrity, which requires him / her to recognize the 	Provost, SEEU Bioethics Unit, Research Institute Director, Director of PhD School	End of Spring term 2015	

	<p>contribution of other sources in their research efforts.</p> <ul style="list-style-type: none"> • Devise ethical guidelines for research and link these with the Ethical Code according to the EU code to ensure transparency and trust. • Contribute to revision and improvement of the law on intellectual property. • Raise further awareness of individual's responsibilities and other bodies' responsibilities for ethical principles. 		<p>Start of Winter Term 2015 (after Senate meeting); end Spring Term 2017.</p> <p>(Impossible to estimate because it is dependent upon Governmental initiative).</p> <p>Start of Winter Term 2015 (coincident with the ethical guidelines, above).</p>	
4. Professional attitude	<ul style="list-style-type: none"> • Strengthen guidelines for research project management, offer training and monitor compliance with regard to agreement, deadlines, changes and completion. • Ensure that staff and students obtain contractual approval before starting research. 	Provost and Director of PhD school	<p>End of Spring Term 2016</p> <p>End of Spring Term 2016</p>	
5. Contractual and legal obligations	<ul style="list-style-type: none"> • Review and strengthen the procedure for ongoing projects at SEEU and 	Provost, Research Office, Secretary General, HR Office	End of Spring Term 2016	

	<p>researchers' contracts.</p> <ul style="list-style-type: none"> • As required, review and revise recruitment procedures for researchers. • Offer regular information and training opportunities where staff do not always have sufficient information about linking research activities with the state regulations and other requirements set by donors and funders. 		<p>(as required)</p> <p>(ongoing—to be formally started at outset of Winter Term 2015; to be reviewed end of term Spring 2017)</p>	
6. Accountability	<ul style="list-style-type: none"> • Strengthen the procedure for on-going projects at SEEU and the rules for financial reporting, as well as ethical and professional accountability for research projects and tasks. • Provide regular information to researchers about regulations and improve monitoring and compliance (training). 	University Board Provost, Research Office	<p>Start of Winter Term 2015</p> <p>Ongoing, to begin Spring 2016</p>	
7. Good practice in research	<ul style="list-style-type: none"> • Further develop data protection external and internal audit. 	Provost, Deans, Research Institute Director, Research Office	End of Spring term 2015	Data Protection training provided and D.P. confidentiality

	<ul style="list-style-type: none"> • Carry out regular basic training for all staff on correct use of technology/equipment. • Complete Emergency Evacuation procedure with testing and practice. 		<p>Ongoing, started Spring term 2015</p> <p>Exists; tests run once per term (unannounced)</p>	agreements signed.
8. Dissemination, exploitation of results	<ul style="list-style-type: none"> • Develop annual Research Plan for individual staff which includes element of dissemination/use of results as key criteria. • Monitor more closely compliance with relevant project criteria. • Increase presence of research results and fields of expertise on the webpage. 	Provost, Research Institute Director, Rector's Advisor for PR and Communication, PR Office	<p>End of Spring Term 2015</p> <p>Ongoing</p> <p>End of Spring Term 2015</p>	<p>Implemented, and will form part of Dean/Director staff evaluation</p> <p>Forms exist and are monitored by Research Office and Financial Office</p>
9. Public engagement	<ul style="list-style-type: none"> • Support professors in using more accessible language/flexible use of different languages. • Ensure that staff contribution to public debate is fully recognized as part of the promotion procedure. 	Provost, Pro-Rector for Academic Affairs, Deans, Research Institute Director, professors	<p>End of Spring Term 2017.</p> <p>Start of Spring 2016.</p>	Language classes currently available for staff
10. Non-discrimination	<ul style="list-style-type: none"> • As capacity increases and more staff (internally and 	University Board, Rectorate and Senate	Guidelines—End of Spring Term 2016; monitoring thereafter	

	<p>externally) apply for research or promotional opportunities, produce or refine guidelines concerning entry and admission with appropriate monitoring.</p> <ul style="list-style-type: none"> • Improve the procedure of employment by better inclusion of marginalised groups (with recruitment). • Request change in Law on Higher Education which prohibits anyone over 35 from starting third cycle studies. • Highlight that public education and research policy sometimes discriminates in favour of public institutions e.g. in allocation of research grants, scholarship funding, national Ranking criteria, etc. 		<p>End of Spring 2017</p> <p>(Impossible to estimate as it is dependent upon government initiative).</p> <p>Ongoing—government budget allocations change year upon year.</p>	<p>Romaversitas has located an office on SEEU campus to assist Roma students and raise awareness.</p>
<p>11. Evaluation/ appraisal systems</p> <p>Database and CRC/Commissions</p>	<ul style="list-style-type: none"> • Maintain and develop institutional research database and the work of the Central Research Committee and review and adjust to maximize its 	<p>Provost, Central Research Committee, Secretary General, Pro-Rector for Academic Affairs</p>	<p>Spring Term 2015, and adjustments ongoing</p>	<p>Research Database created and assessment of research by Central Research Committee underway</p>

	<p>value.</p> <ul style="list-style-type: none"> • Provide more advice to staff on where to publish and monitor output. • Develop use of annual research plan. 		<p>End of Winter Term 2015; ongoing to be reviewed end of Spring Term 2017 End of Spring Term 2015</p>	<p>Annual Research Plan created and collected from staff for the academic year 2014-2015; will form part of internal staff evaluation at end of Spring Term 2015.</p>
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II. Recruitment

Aims	Target Actions	By whom	By when	Progress
Targeted Recruitment	<ul style="list-style-type: none"> • Consider further 'tailored' 	Ranking and Recruitment	Start of Winter Term	New R&R Rule prepared;

	<p>Job Descriptions, remuneration and refinement of recruitment processes to meet development of research opportunities.</p> <ul style="list-style-type: none"> • Strengthen the procedure for academic recruitment/promotion to include a wider range of evaluation methodologies and feedback. • Through implementation of Institute Action plans, further develop Research Institutes with defined, research specific structure, funding and human resource policies. • Consider offering postdoctoral fellowships or internships for junior researchers if/when sustainable with transparent and fair employment conditions. • Post Vacancy advertisements/notification on EURAXESS Jobs Portal. 	<p>Working Group</p> <p>Provost, HR Office</p> <p>Rector, Provost, Director of Research Institutes</p> <p>Provost, Director of Research Institutes, HR Office</p>	<p>2015.</p> <p>End of Spring Term 2016.</p> <p>According to Action plans, reviewed twice annually; ultimately, end of Spring Term 2017</p> <p>Dependent upon finances, grants, and other budgetary concerns.</p> <p>To be begun with next vacancies advertised.</p>	<p>Job Descriptions being revised; sample contracts prioritizing ‘teaching’ or ‘research’ being prepared</p>
Strengthen quality of the	<ul style="list-style-type: none"> • Provide further training and guidance to the CRC in 	<p>Provost, Director of IT</p>	<p>Start of Spring Terms 2016 & 2017 for ongoing</p>	

	development of Doctoral School, fields of expertise and staffing capacity.	School, HR Office	legal conditions.	
13. Recruitment (Code)	<ul style="list-style-type: none"> • Consider further ‘tailored’ Job Descriptions, remuneration and refinement of recruitment processes to meet development of research opportunities. • Further develop Research Institutes with defined, research specific structure, funding and human resource policies. 	Provost, Secretary General, Quality Advisor, and HR Office	Start of Winter Term 2016 By end Spring Term 2017, but ongoing before then to lead to proper results by Spring 2017.	

14. Selection (Code)	<ul style="list-style-type: none"> • Provide further guidance to commissions for cases where there are many candidates, who meet the criteria to enable them to better prioritize the points and select the best quality candidate. • Ensure better dissemination of who has been appointed and provide more consistent opportunities for feedback to candidates and monitoring of quality of appointment process. 	HR Office, PR Office,	End of Spring Term 2016 (based upon findings of monitoring system—as above) As above (compatible projects)	
15. Transparency (Code)	<ul style="list-style-type: none"> • Establish a monitoring system of recruitment and promotion commissions to strengthen their transparency and quality. • Conduct a survey with the candidates to evaluate their opinion about and experience of relevant processes. 	Provost, Central Research Committee, HR Office, Research Office	End of Winter Term 2016. End of Spring Term 2015	

16. Judging merit (Code)	<ul style="list-style-type: none"> Consider including a wider range of evaluation methodologies for recruitment and promotion procedures. 	Provost, Pro-Rector for Academic Affairs, HR Office, Students' Ombudsperson	End of Winter Term 2015	
17. Variations in the chronological order of CVs (Code)	<ul style="list-style-type: none"> Continue and develop further our training and advice to staff who are evaluators concerning these policies and to monitor specified procedures. 	Provost, Central Research Committee	End of Winter Term 2015	
18. Recognition of mobility experience (Code)	<ul style="list-style-type: none"> Highlight that mobility is a positive strategic target and indicate mobility as an important element for and during employment. Continue providing information and advice to staff members on how to raise students' awareness and uptake of mobility opportunities. Develop a stronger procedure/FAQs to enable decisions to be made positively for students seeking mobility opportunities. 	Rectorate, HR Office, Student Services, International Relations Office	End of Spring Term 2015 Training Session Start of Winter Term 2015. End of Winter Term 2015.	

	<ul style="list-style-type: none"> • Simplify information provided by the university to support the visa application process for study, training and research periods for exchange students. • Provide incoming exchange students with logistical support. • Increase number of staff and students who take up mobility opportunities. 		<p>(Difficult to establish as SEEU does not control VISA policy).</p> <p>Ongoing, but to begin Start of Winter Term 2015.</p> <p>By end Spring Term 2017.</p>	
<p>19. Recognition of qualifications (Code)</p>	<ul style="list-style-type: none"> • Highlight to the Ministry consideration of the following weaknesses: <p><i>No clear listing exists to rank or to seriate the value of non-degree qualifications or memberships; such a list should be compiled and formally endorsed by the University Senate; and</i></p> <p><i>Legal requirements currently prevent promotion in academic</i></p>	<p>RM Government, Rector, Provost, University Senate</p>	<p>(Ongoing, dependent upon Government initiatives and responsiveness)</p>	

	<i>title for members of the Language Centre.</i>			
20. Seniority (Code)	<ul style="list-style-type: none"> Respond in the most flexible way possible in each case. The University could consider more research based Job Descriptions dependent on acquisition of research funding, where the language criteria may be more flexible. NB Because of the multi-lingual mission of the University, candidates are required to be able to use effectively a minimum of 2 of the 3 official University languages, especially in order to meet requirements for teaching students in their chosen language of instruction. Theoretically, this could be seen as a barrier to employing the best researcher for a position. 	University Board, Rector, Provost (at a time when funding permits review of specific JDs)	Discussions and staff debate, by end Winter Term 2015. Rule proposed and presented to Senate by end of Spring Term 2016.	
21. Postdoctoral appointments (Code)	<ul style="list-style-type: none"> Consider offering postdoctoral fellowships 	Provost, Director of PhD	When sustainable.	

	if/when sustainable.	School		
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III. Working conditions and social security

Aims	Target Actions	By whom	By when	Progress
Work and research security	<ul style="list-style-type: none"> • Provide support to academic staff in reaching the required qualification and title within the legal specified deadlines. • Develop rule for intellectual property rights. • Review and strengthen the grievance process for staff. • Consider the establishment of a Central Ethical Commission to deal with such issues. 	Provost, Secretary General, HR Provost, Head of Legal Services Secretary General, Q Advisor, HR Rector and Executive Team	Ongoing, particularly as required by any new HE Law amendments By start of Spring Term 2016. By end of Winter Term 2015. By end of Winter Term 2015.	
Effective allocation of research and staff development/research budgets	<ul style="list-style-type: none"> • Monitor the allocation of research and staff development funding to ensure effective use. 	Provost, Pro-Rector Entrepreneurship & Development, Quality Advisor, Head of PDC	End of Spring Term 2015, and ongoing thereafter.	All research funding requests now centrally monitored and will be discussed in staff evaluations at the end of each academic year.
Development of research resources	<ul style="list-style-type: none"> • Identify budget and develop Research resources for PhD students and researchers. 	Rector, RET, PhD Coordinator, Board	By start of Spring Term 2016.	

Staff support and mobility	<ul style="list-style-type: none"> • Establish a formal 'mentorship' procedure whereby senior staff mentor junior staff concerning research and career advice. • Support Increase in number of incoming researchers and international trainers via Erasmus Plus, Horizon 2020 and Mevlana (Turkish Erasmus Programmes) and report on this. 	Rector, Provost, Deans, R&R Working Group Provost, Head of IRO, Coordinator of Doctoral School (for e-lectures from international professors)	To be started by Spring Term 2016. Ongoing, with results by Spring 2017.	
22. Recognition of the profession	<ul style="list-style-type: none"> • Provide support to academic staff in reaching the required qualification and title within the specified legal deadlines. • Continue with training on the preparation of application forms for EU grants and other sources of funding. • Monitor the allocation of research and staff development funding. 	Deans, HR Office	(Already required by MK law) To be included in training sessions for staff at start of Winter Terms 2015 & 2016 End of Spring Term 2015, and ongoing thereafter.	All research funding requests now centrally monitored and will be discussed in staff evaluations at the end of each academic year.
23. Research environment	<ul style="list-style-type: none"> • Continue to request access to national research funding. 	Provost, Research Institute Director, Deans,	Ongoing, dependent upon governmental	

	<ul style="list-style-type: none"> • Continue to support funding applications from academic staff or the institution. • Continue with training on the preparation of application forms for EU grants and other sources of funding. 	Research Groups and researchers	<p>budgets. Ongoing, to be continued through Spring 2017.</p> <p>To be incorporated in SEEU staff training sessions at start of Spring Terms 2016 & 2017.</p>	
24. Working conditions	<ul style="list-style-type: none"> • Develop Research Library for PhD Students. • Improve the access to the dormitory for students and visitors with disabilities. • Consider developing more flexible working contracts to meet the needs of staff with external responsibilities. 	University Board, HR Office , Secretary General	<p>Ongoing, dependent upon budget.</p> <p>Ongoing (and required by law).</p> <p>To be presented to the Senate and Board by end of Spring Term 2015.</p>	
25. Stability and permanence of employment	<ul style="list-style-type: none"> • The University Board should review these financially based decisions regularly to ensure the maximum stability consistent with financial parameters. 	University Board	Board meetings take place approximately every six months, usually at the start of the Winter Term and the conclusion of the Spring Term.	
26. Funding and salaries	<ul style="list-style-type: none"> • To review regularly the ranking and remuneration 	Rector, University Board, HR Office, Secretary	This process is regular and ongoing.	

	policy and national legislation to provide fair and attractive conditions.	General		
27. Gender balance	<ul style="list-style-type: none"> Due to capacity needs, such as qualification requirements for academic staff, the University's gender profile was more in favour of men. However, data indicates that this ratio is improving, including the number of female members of staff being promoted to a scientific title. The University will continue to operate its policies fairly and to monitor the gender balance with the aim of improvement. 	Rectorate, HR Office	Ongoing, with reports to the Senate and Board as part of University Self-Evaluation report each November.	
28. Career development	<ul style="list-style-type: none"> Establishment of a formal 'mentorship' procedure whereby a senior staff member is made the mentor of two or three junior staff members, and guides their research (where desired) and provides general career advice and assistance. 	Provost, Faculty Deans	Initiate proposal at training before Winter 2015 semester; to be inaugurated and undertaken during Spring 2016 semester. To be reviewed, Spring 2018.	
29. Value of mobility	<ul style="list-style-type: none"> Improve procedures and develop Rule for mobility opportunities for staff and 	Provost, Pro-Rector for Internationalization, Pro-Rector for Academic	Ongoing—Rule for Mobility to be presented to Senate before start of	

	<p>young researchers to facilitate greater mobility.</p> <ul style="list-style-type: none"> • Increase number of incoming researchers and international trainers via Erasmus Plus, Horizon 2020 and Mevlana (Turkish Erasmus Programmes). 	Affairs, HR Office	<p>Spring Term 2016.</p> <p>Depending upon eligibility, target for academic years 2015-2016 and 2016-2017.</p>	
30. Access to career advice	<ul style="list-style-type: none"> • To coordinate the Career Centre with specific Academic and long-term scholarly professional needs as the Career Centre currently focuses on assisting students and Alumni. 	Provost, Pro-Rector for Academic Affairs, Deans, Career Centre Head	Aiming for clear and structural integration before start of academic year 2016-2017.	
31. Intellectual Property Rights	<ul style="list-style-type: none"> • Develop rule for intellectual property rights 	Secretary General, Provost	By start of Spring Term 2016.	
32. Co-authorship	<ul style="list-style-type: none"> • Further develop integration and use of database for evaluation and promotional procedures • Develop the inter-disciplinary character and value of the Max van der Stoel Institute 	Provost, Deans, Director of Institutes	<p>Ongoing—full integration of academic staff on research database before academic year 2015-2016.</p> <p>Continuous, through 2017.</p>	<p>Database exists; the Central Research Commission is presently allocating research ‘points’ to research registered here. MVDSI is working with a Research Group to bid on a UNESCO project involving assisting Roma</p>

				students.
33. Teaching	To develop closer coordination between junior and senior staff members to coordinate course offerings and provide mentorship to younger staff members developing courses.	Quality Advisor, Deans and Provost	To be started by Spring 2016; to be reviewed Spring 2018.	
34. Complaints/ Appeals	Review and strengthen the grievance process for staff. Consider the establishment of a Central Ethical Commission to deal with such issues.	Rector, Secretary General, Provost, Deans and Directors	By end of Winter Term 2015. By end of Spring Term 2015.	
35. Participation in decision-making bodies	Propose a change to the relevant Rules to provide for representation of any researchers not covered by existing rules	Rector's Executive Team, Faculty Scientific Councils (as appropriate)	By the end of Winter Term 2015, then approval by the Senate	

IV. Training

Aims	Target Actions	By whom	By when	Progress
Strengthen mentoring of junior researchers	Review and revise Ranking Descriptors to identify senior staff responsibility for junior	Rector, R&R Working Group	To be started by spring Term 2016.	

	<p>researchers more clearly, as part of Ranking and Remuneration review. Consider more structured system for mentoring junior researchers who are faculty staff.</p>	<p>As above</p>	<p>As above</p>	
<p>Provide targeted, effective professional development opportunities for researchers</p>	<p>Ensure that relevant research topics are offered at every main training session twice annually. Implement targeted support for smaller groups/individuals on relevant topics. Identify funding for supporting training for part time staff.</p>	<p>Provost, Director of Institutes, Quality Advisor, Head of PDC</p> <p>As above, and Deans</p> <p>Provost, Secretary General, Pro-Rector for Entrepreneurship and Development, HR Office</p>	<p>Twice annually (Jan/Aug) or as identified</p> <p>As above</p> <p>Include annually as identified and appropriate</p>	
<p>36. Relation with supervisors</p>	<p>Define more clearly the responsibility of senior researchers for further development of the new researchers.</p>	<p>University Senate, Deans, Doctoral Council, Faculty Scientific Councils</p>	<p>To be started Spring Term 2016; to be reviewed Spring Term 2018.</p>	
<p>37. Supervision and managerial duties</p>	<p>To define further the expectations for senior professors to carry out responsibilities for PhD</p>	<p>Rector's Executive Team, Central Research Committee, Doctoral</p>	<p>To be started Spring Term 2016; to be reviewed Spring Term 2018.</p>	

	mentoring and project management, and to identify coordinating and monitoring positions as required.	Council, Deans		
38. Continuing Professional Development	<p>Continue to develop professional training opportunities for academic staff on research issues and other useful skills e.g. language training.</p> <p>Request additional funding for professional development purposes.</p>	Research Office, HR Office, Professional Development Office, Deans	<p>Training sessions in January and August of each academic year 2015-2016-2017.</p> <p>Ongoing, depending upon availability of discretionary funding.</p>	
39. Access to research training and continuous development	<p>Consider allocation of some funding for part time staff for attendance at specified training.</p> <p>Request more funds for continuous development activities for all staff.</p> <p>Develop effectiveness of matching training to</p>	Provost, Research Office Professional Development Office, Deans	<p>Dependent upon availability of discretionary funding.</p> <p>Dependent upon availability of discretionary funding.</p> <p>Dependent upon availability of trainers and</p>	

	<p>specified staff needs.</p> <p>Regular programme of training for researchers.</p>		<p>discretionary funding.</p> <p>Ongoing, as requested by researchers and management.</p>	
40. Supervision	<p>Strengthen the mentoring system and link this specifically with evaluation system.</p> <p>Develop a stronger structure and monitoring system for senior mentors in charge of PhD students/young researchers.</p>	Provost, Director of PhD School	<p>To be started by Spring Term 2016.</p> <p>As above.</p>	