



Briefing guide for Deans, Associate Deans of Research and Heads of Department:

How you can support the Research Culture Action Plan

-

As Deans, ADRs and HoDs, we invite you to form your own views about the elements of the plan (or indeed the other suggestions raised through consultation) that might be prioritised locally.

However, the following offers some initial *example suggestions*, where we anticipate you will be influential in helping to make progress in critical areas.

ADRs

- Consider how you might support colleagues locally to upskill and engage with open research practices – including moving beyond Open Access publication. This might include engagement with established practices which support increased transparency and integrity in research, such as pre-prints, open data. We are keen to support, and would be willing, if appropriate, to:
 - organise the provision of training
 - allocate small pots of funding for Departmental/Institute/faculty groups for Open Research reading/community groups
 - establish open research mentoring relationships with colleagues in other departments
- Strongly encourage any colleagues and students (of any carer stage) conducting or supporting research to ensure engagement with Ethics@Bath platform prior to the initiation of any research.

Deans and HoDs

- Consider current line management structures and how well they enable the meaningful completion of performance, workload management, development and

wellbeing discussions. Some HoDs are line managing upwards of 50 colleagues at present, making this a near impossible task. Consider how line management structures might be re-imagined to support smaller numbers (up to a suggested maximum of 10) of direct reports, and how colleagues can have adequate time to support their reports adequately.

- Note that this may also involve a review of line management/location of research enabling staff, to ensure they have support systems and peer groups able to help guide their careers.
- Working with HR, review data which will be presented to you on who and how many colleagues are over-allocated (>120%) for sustained periods. Utilise accompanying guidance to identify where and how action might be taken.

All

- Encourage staff to participate in the review of Responsible Research Assessment and promotion criteria to ensure their voices are heard.
- Champion and support the full use of 10 CPD days allocated to all research staff annually (as a requirement of our signatory status to Concordat to support the Career Development of Researchers).
- Support the review of inclusion in research-related decision-making structures. A request will be circulated in January for you to confirm the key decision-making entities that guide decisions on research in the faculty, and their membership.
- Explore what a 'generous' research culture and specifically generous leadership might look like in your faculty or department.
- Identify areas with a lack of diversity and consider schemes (ideally co-designed with underrepresented colleagues) that could support their development/inclusion in the local environment.