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|  |  | rates for 2017/18 = 13.12%)<br><br>All recruitment and selection procedures are transparent and policies/procedures are published on the University webpages   |
| <p>3. CROS 2017 indicated that 10.75% of Swansea researchers had not received a written summary of what the job entailed at appointment (compared to 5.54 % nationally).</p> <p>No job will be advertised without job description in place.</p> <p>We will skill PI's to ensure Job descriptions are clear, state the requirements of the role and detail the level of information that any particular applicant would need.</p> <p>We will utilise CROS 2019 &amp; 2021 to assess whether the action has made a difference.</p> <p>As part of our revised and improved recruitment framework we will engage with successful applicants to explore their experience and monitor compliance via our new recruitment process for all appointments, including research.</p> | HR - September 2019  | <p>100% Research staff are recruited and appointed to a written job description and are clear on the purpose of their role</p> <p>Workshops delivered on writing job descriptions with evaluation showing 100% participants able to develop quality job descriptions that are clear, state the requirements of the role and detail the level of information that an applicant would need</p> |
| <h2>B. Recognition and Value</h2> <p><b>PRINCIPLE 2</b> Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.</p>  |  |  |
| <p>4. Continue to sustain 100% PDR participation rates for research staff colleagues - enabling research staff to have meaningful professional development conversations regarding their current role and their career aspirations</p>   | HR<br>Interim professional development reviews (1 <sup>st</sup> March – 31 <sup>st</sup> May 2019, | 100% eligible research staff have an professional development discussion with their reviewer with clear outcomes linked to   |

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|  | 2020)<br>Annual professional development reviews (1 <sup>st</sup> September – 30 <sup>th</sup> November 2019, 2020) | development and training support  |
| 5. Continue to increase Research fellowship opportunities including recruitment of 'FloMo' Fellows (second cohort) with dedicated support provided.  | Associate Director, REIS<br>December 2020   | Year on year increase in research fellowships by 20% from baseline of 37 (2016-2018)  |
| 6. Continue to offer flagship public engagement events such as the Swansea Science Festival, Three Minute Thesis, Fame lab and Research as Art to provide researchers with an opportunity to develop their communication skills. | REIS<br>December 2019   | 100% researchers are made aware of opportunities to develop their communication and researcher participation in each event measured   |
| 7. Continue to commit University budget and engage in <a href="#">Welsh Crucible</a> as a means of developing future research leaders, and monitor researcher attendance at roadshows /engagement sessions .                     | L&D Manager, HR<br>November 2020  | 100% eligible researchers contacted and invited to information workshops to raise awareness of Welsh Crucible and to encourage applications from researchers interested in developing as a future research leader |
| 8. We will encourage applications from Early Career Researcher's to the University Research and Innovation Awards.   | Associate Director, REIS<br>December 2019   | Researchers are recognised in University Research and Innovation Awards ceremony through nomination and success in the Rising Star – Early Career (January 2020)  |

## C. Support and Career Development

**PRINCIPLE 3** Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.  
**PRINCIPLE 4** The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

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| <p>9. Feedback from RSWG highlights that some ECRs are not familiar with the opportunities for promotion or other career routes.</p> <p>The University will ensure that policies, processes and timescales for researcher promotion are clear and accessible.</p> <p>The University will develop and implement a systematic approach to monitor the number of successful promotions, applications for fellowships and other career progression opportunities.</p> | <p>Head of Transformation, HR;<br/>Deputy Head of Research Development, REIS<br/>December 2019</p> | <p>Revised researcher promotion webpages in place, containing clear and consistent messages / timescales</p> <p>Systematic approach in place that monitors:</p> <ul style="list-style-type: none"> <li>• numbers of research staff applying for (i) fellowships and (ii) promotion</li> <li>• researcher promotion success rates by gender and race</li> </ul> |
| <p>Develop and implement a transparent and systematic approach to embed Academic Career Pathways (ACP) in researcher promotion.</p>   | <p>Head of Transformation, HR<br/>December 2020</p>  | <p>ACP included in researcher promotion</p> <p>Researcher promotion workshops implemented with 100% of researchers attending stating they are clear about the University process for promotion.</p>  |

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| 10. Continue approach for PIs in terms of developing their leadership through the University Core Leadership Development programme and 360 leadership feedback   | HR L&D<br>December 2020  | 100% eligible staff having engaged / completed development by December 2020.  |
| 11. Package the University researcher support (training, online resources, coaching, mentoring and research guidance) in one clear communication and use the research hubs and RSWG to disseminate   | HR, REIS, RSWG, Hubs, Marketing, Recruitment and International Development<br>March 2019 | New University Research webpages designed, developed & implemented enabling Research Staff to navigate and access university wide services / opportunities.   |
| 12. Although mentoring is supported by the University – not all researchers are aware of it (feedback from the RSWG).<br><br>The HR L&D team will work in partnership with the research community to evaluate the value of existing mentoring, sustain the areas of value and develop and implement areas of required improvement. | L&D Manager, HR<br>July 2019<br><br>L&D Manager, HR<br>May 2020                          | 100% of new research staff are offered a mentor as part of their appointment and induction process.<br>HR L&D deliver 8 mentoring skills workshops across the reporting period.<br>Establish a baseline percentage of respondents who have a mentor in CROS 2019 and increase by 10% in 2021. |
| 13. Increase awareness of PI's of costing researcher career development into funding bids.   | Associate Director, REIS<br>December 2019  | Career development for researchers included in the University research support process and evident in funding bids  |
| 14. Engage all new PGR supervisors in Supervision training and review and evaluate the programme.<br>Monitor engagement with the suite of four training modules specifically to support PGR supervisors.<br>All new to supervision or new to supervising at Swansea complete 'PGR Supervision at Swansea                           | Head of Postgraduate Research, PGR Office<br>September 2019                              | Revised suite of PGR Supervision training in place, 100% new PGR supervisors receive the training on time   |

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| University.'   |  |   |
| 15. Continue to support PIs in providing advice to research staff on the range of career opportunities by developing and implementing a checklist for PIs to discuss with their researchers about career development at review meetings (in support of recommendation 13 of the Concordat).                                | L&D Manager, HR / Head of Swansea Employability Academy (SEA)<br>February 2019 | PIs continue to feel confident in providing this advice (PIRLS 2019 confidence measure of 70%) and researchers feel that their PDR discussions are useful or very useful in focusing their career aspirations (greater than 60% in CROS 2021) |
| 16. CROS 2017 responses indicate that 12.5% of researchers had not participated in training or other CPD activities. Although this is less than the national average (13.93%), Researches at the Researcher Development Day 2017 felt that the capacity to attend training and development opportunities remains an issue. | L&D Manager, HR/REIS<br>September 2019   | Increase the number of online and short courses available to researchers by 10%   |
| <h2>D. Researchers' Responsibilities</h2> <p><b>PRINCIPLE 5</b> Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.</p>   |  |   |
| 17. HR to implement a system to allow staff at the University to engage with mentors as part of their continuing professional development.   | HR L&D<br>January 2020   | Mentoring contacts for 100% Colleges identified and mentoring activity taking place   |
| 18. Researchers are responsible for the integrity of their research and for ensuring it is conducted in an honest and ethical manner. Monitor and review researcher engagement with the online training module for 'Research Integrity'  | Research Integrity Lead<br>September 2019                                      | 100% completion for new research staff and completion of existing staff involved in research monitored and reported   |
| 19. Researchers continue to engage in their personal and career development through the design, development and implementation of a research staff development day, informed by researcher feedback  | RSWG<br>November 2019  | Implement a research staff development day and use feedback to inform future actions  |
| <h2>E. Equality &amp; Diversity</h2> <p><b>PRINCIPLE 6</b> Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.</p>   |  |   |

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| <p>20. Continue to engage with the Athena SWAN Charter as a means to identify and embed good practice:<br/>         Law and Criminology, Computational Foundry (Bronze)<br/>         College of Engineering (Silver)<br/>         Medical School (Gold)</p> <p>College of Human and Health Sciences (Silver)</p> | <p>Head of Equality Team/<br/>         RSWG</p> <p>April 2019</p> <p>November 2019</p>   | <p>Colleges and Academic<br/>         Departments successfully gain<br/>         award</p>  |
| <p>21. Using 5 stage recruitment process and management information, monitor and review recruitment success rates by gender for all appointments, including research staff.</p>  | <p>HR (Performance Lead)<br/>         January 2020</p>   | <p>100% roles are planned and<br/>         recruited on time<br/>         Baseline data is established and<br/>         positive action taken to ensure<br/>         year on year improvement in<br/>         numbers of females progressing<br/>         through all stages of the<br/>         framework</p>  |
| <p><b>F. Implementation and Review</b><br/> <b>PRINCIPLE 7</b> The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.</p>  |  |   |
| <p>22. Ensure alignment between the actions relating to the Concordat, Athena Swan, Race Equality Charters and PGR Matters. Work with the REF Manager to ensure that these support the development of the Swansea REF Environment Statement and our Research Strategy.</p>                                       | <p>Head of Postgraduate<br/>         Research /Head of<br/>         Equality/Athena Swan and<br/>         REF Manager</p> <p>February 2019</p> | <p>Meet with the REF Manager to<br/>         ensure information and evidence<br/>         required for the REF submission<br/>         is available and work aligns with<br/>         the research strategy<br/>         All departments receive clear<br/>         guidance about information<br/>         required and provide appropriate<br/>         examples about local equality<br/>         initiatives to support REF</p> |

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|   |   | environment and research strategy  |
| 23. Ensure that the experience of researchers at Swansea is understood and appropriate actions developed.<br>Continue to engage in CROS and PIRLS and PGR Student Experience Survey (2019), and enhance amount of engagement with researchers post survey to better understand view raised. | L&D Manager / RSWG<br><br>November 2019 | Engage in CROS and PIRLS survey (May 2019) and develop appropriate actions via RSWG and CRIS                                     |
| 24. Ensure researcher development and progress on the implementation of the HRER action plan continues to be regular item at CRIS   | PVCR/L&D Manager/RSWG                   | HRER and research staff development a regular item at CRIS.<br>Researchers know they are valued at all levels in the university. |
| 25. Review role, function and membership of RSWG  | RSWG/L&D Manager<br>March 2019          | Revised membership in place, RSWG continues to meet regularly and monitor progress against Concordat Action Plan                 |

**Abbreviations:** CRIS - Committee for Research and Innovation Strategy; CROS – Career Researchers Online Survey; ECR – Early Career Researcher; PVCR – Pro Vice Chancellor for Research; HR – Human Resources; HRER - HR Excellence in Research; HoD – Head of Department; L&D – Learning and Development; REIS Research, Engagement & Innovation Services; RSWG – Research Staff Working Group; SEA – Swansea Employability Academy; STEMM – Science, Technology, Engineering, Mathematics, Medicine