

## Concordat Action Plan January 2019 to December 2020

<b>Recruitment &amp; Selection</b>		
<b>PRINCIPLE 1</b> Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research		
Action	Responsible/ Target date	Success measure
<p>1. The HR L&amp;D team will work in partnership with the research community to evaluate the value of the existing University induction programme for new to Swansea University and new to College researchers. We will sustain the areas of value and develop and implement with pace areas of required improvement.</p> <p>Embed attendance MI to ensure all research colleagues attend induction process to monitor and ensure all staff complete staff induction within the first month of employment. This will include the following statutory and essential training modules:</p> <ul style="list-style-type: none"> <li>• Data Protection, Anti-Money Laundering &amp; Anti-Bribery</li> <li>• Equality and Diversity in the Workplace</li> <li>• Fire Awareness &amp; Display Screen Equipment</li> <li>• Line Manager Health &amp; Safety (where applicable)</li> <li>• Research Integrity Online Training (All Academic &amp; Research Staff)</li> </ul>	<p>HR (L&amp;D) - December 2019</p> <p>HR (L&amp;D) - June 2020</p>	<p>70% of researchers are satisfied with the quality of this induction.</p> <p>100% of newly appointed researchers complete the revised University induction programme within the first month</p> <p>100% of statutory and essential training completed</p>
<p>2. HR will continue its approach to supporting the University in promoting gender equality and in addressing challenges in different disciplines. We will do this through embedding positive action statements in job adverts across STEM as part of our 5-stage recruitment framework, and will monitor impact.</p> <p>The number of researcher job adverts with positive action statements will be monitored through a compliance framework and a systematic approach explored as part of the introduction of a new recruitment system in 2019.</p>	<p>HR (Performance Lead)</p> <p>December 2019</p>	<p>100% of researcher job adverts in STEM disciplines have positive action statements</p> <p>Compliance framework in place</p> <p>Increase applications from females across research roles in STEM subjects by 10% (Success</p>

		rates for 2017/18 = 13.12%)  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 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

	2020) 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 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 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 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 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.

<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; Deputy Head of Research Development, REIS 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 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>

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 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 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).  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 July 2019  L&D Manager, HR May 2020	100% of new research staff are offered a mentor as part of their appointment and induction process. HR L&D deliver 8 mentoring skills workshops across the reporting period. 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 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. Monitor engagement with the suite of four training modules specifically to support PGR supervisors. All new to supervision or new to supervising at Swansea complete 'PGR Supervision at Swansea	Head of Postgraduate Research, PGR Office September 2019	Revised suite of PGR Supervision training in place, 100% new PGR supervisors receive the training on time

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) 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 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 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 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 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>		

<p>20. Continue to engage with the Athena SWAN Charter as a means to identify and embed good practice:          Law and Criminology, Computational Foundry (Bronze)          College of Engineering (Silver)          Medical School (Gold)</p> <p>College of Human and Health Sciences (Silver)</p>	<p>Head of Equality Team/          RSWG</p> <p>April 2019</p> <p>November 2019</p>	<p>Colleges and Academic          Departments successfully gain          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)          January 2020</p>	<p>100% roles are planned and          recruited on time          Baseline data is established and          positive action taken to ensure          year on year improvement in          numbers of females progressing          through all stages of the          framework</p>
<p><b>F. Implementation and Review</b>  <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          Research /Head of          Equality/Athena Swan and          REF Manager</p> <p>February 2019</p>	<p>Meet with the REF Manager to          ensure information and evidence          required for the REF submission          is available and work aligns with          the research strategy          All departments receive clear          guidance about information          required and provide appropriate          examples about local equality          initiatives to support REF</p>

		environment and research strategy
23. Ensure that the experience of researchers at Swansea is understood and appropriate actions developed. 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  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. Researchers know they are valued at all levels in the university.
25. Review role, function and membership of RSWG	RSWG/L&D Manager 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