A. Recruitment & Selection

PRINCIPLE 1 Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Action & success measures	Responsible/ Target date	Progress
Provide clear promotion guidelines to research staff, detailing processes open to them. *Provide training session/awareness event for staff*	HR (recruitment and grading) Autumn 2015	http://www.swansea.ac.uk/personnel/promotions/promotionprocessfortutorsandresearchstaff Training/awareness sessions are provided to research staff by the HR Lead on Recruitment & Selection.
Provide guidelines on the transition from "research only", to academic contracts. *Provide training session/ awareness event for staff*	HR (recruitment and grading) Spring 2016	Information on the criteria for academic staff is made available to researchers to enable them to understand the requirements for applying for an academic staff post and to ensure a rounded academic profile is developed alongside their research. http://www.swansea.ac.uk/personnel/current-staff/academic-career-pathways

B. Recognition and Value

PRINCIPLE 2 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.

Increase transfer rates of eligible staff from fixed-term to open ended contracts (*Target will be measurable pending new IT system process*)	HR (operations) Ongoing priority however, date uncertain for measuring to begin.	60 Fixed Term Research Staff Transferred onto Permanent Fixed Funded contracts. Process set up to continue going forward.
Work closely with the performance enabling team to ensure that any reward and recognition strategy takes account of the needs of research staff. *Meeting with new reward and recognition manager to set out research staff needs*	Development Officer for Research Staff Within 3 months of reward and recognition manager taking up post	Fixed term research staff coming to the end of their contracts have the opportunity for prior consideration for advertised posts through the University's redeployment policy, before wider advertisement. Reward & Recognition Manager appointed in July 2015. Meeting took place to discuss the needs of research staff. Reward & Recognition Manager now a member of RSWG.
Support and encourage research staff to	Development Officer for	2015 and 2016, Research staff were supported and encouraged to apply for external

attend development activities outside of the institution through the provision of information and financial assistance where relevant. *At least 2 opportunities offered per year*	Research Staff Commencing Spring 2015	development activities including the prestigious Welsh Crucible Research Leadership Programme. Members of Research staff were successful in gaining places on programme.

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.

Provide a series of informal opportunities for collaboration and networking among research staff, including inter college events. *Regular programme provided – at least one event per term*	Development Officer for Research Staff Commencing Spring 2015	An improved programme of training and development opportunities co-ordinated for Research staff. 32 distinct programmes (increased from 9 in the previous year). An increased offer of short courses to meet demand (over half of the courses now take this format).
Engage former research staff, now in academic positions, to take a mentoring role by sharing their experiences and facilitating sessions. *2 sessions per year*	Development Officer for Research Staff Commencing Spring 2015	Career Development Event for Researchers held, and attended by over 40 Research staff. Former Research staff shared their experiences of their transition from Research to Academia and other career destinations to assist current researchers with their career development. Former Research staff who had participated in Welsh Crucible were also invited to speak at Roadshow Events.
Increase provision of "short courses" (<3 hours), to facilitate researchers to attend events. *At least 3 short course options per term*	Development Officer for Research Staff September 2015	An increased offer of short courses to meet demand. More than half of the 32 programmes now have this format.
Provide an "introduction to teaching skills" for researchers ineligible for the PGCtHE scheme, but who wish to extend their teaching, or prepare for academic careers *Pilot course to take place for 12 researchers with full roll out in 2015/16*	Development Officer for Research Staff June 2015	"Introduction to Teaching Skills for Researchers "rolled out 2015/16. 36 research staff have already attended and there are two courses running this Academic year – November 2016/February 2017.

Work with the Head of Management, Development and Training to ensure that leadership and management development is appropriately targeted to PIs, and that their needs are considered in the development of a behaviours framework for leaders and managers within the institution *Provide at least one leadership activity just for PIs. Ensure availability and monitor take up of PI places available on other leadership development courses.*	Development Officer for Research Staff Spring 2015	Principle Investigators encouraged to participate in our leadership framework http://www.swansea.ac.uk/dts/leadershipandmanagement . 360 feedback, based on our leadership values, carried out in June – July 2016. 44 PIs participated in courses that underpin this framework (e.g. 'Managing at Swansea' and 'Leading for Change' - designed to enable a coaching style of leadership to maximise individual and team potential). From 2016 PIs are eligible to apply for the prestigious week long leadership summer school "*Academi Wales*". One PI has already attended.

D. Researchers' Responsibilities
PRINCIPLE 5 Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Deliver the CROS survey in 2015 to ensure that researchers have a voice in shaping provision designed to support them *Participation rates maintained at 2013 levels*	Development Officer for Research Staff Spring 2015	Research staff engagement with the CROS survey in 2015 was maintained at 37% - significantly above the national average of 28%.
Ensure that research staff are represented on the Performance Enabling forums and the Research Staff Working Group *Research staff attendance monitored and staff who drop out are replaced*	Development Officer for Research Staff Monitoring to begin Spring 2015	RSWG reinvigorated in 2016. The PVC (Research) nominated a senior academic member of staff, to Chair the Committee. The group has research staff from each College (nominated by Heads of College), and other members from key Professional Services Units. Learning & Development Manager provides reports to the Director of HR and University Management.

E. Diversity and Equality
PRINCIPLE 6 Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Submit application for Athena SWAN silver award on behalf of the University *Regular feedback to University Self*	Athena SWAN officer Late 2015/early 2016	The University will be submitting an application for an Athena SWAN Silver expanded award in April 2017. All STEMM colleges hold bronze awards and the Medical School were successful in achieving a silver award in April 2016.

Assessment team on progress		
Roll out mandatory equalities training for all new staff, with phased roll out for all staff *Training take up monitored through annual report*	HR (Equalities) August 2015	Mandatory Equality Training for all new staff, including researchers, now forms part of University Induction.
Ensure equity of provision for research staff across both campuses form September 2015	Development Officer for Research Staff	Programme made available for all research staff on both campuses. Free transport available for across campus travel.
F. Implementation and Review **PRINCIPLE 7** 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.		
Review the plan on a 6 monthly basis to ensure that actions are on track. Involve research staff in this process via the Research Staff Working Group	Development Officer for Research Staff	The reinvigorated Research Staff Working Group will now review progress against the Concordat Action Plan on a regular basis. This report and plans will be available for scrutiny on the research staff webpages.
Ensure that the results of CROS 2015 inform amendments to the plan in 2015/16	Development Officer for Research Staff	CROS participation remained at a high level and has been used to inform programme planning to support researchers in 2016/17.

Swansea University 2016