HREiR Action plan (January 2023 - January 2026)

Swansea University Prifysgol Abertawe — HR EXCELLENCE IN RESEARCH

Institution name:	Swansea University				
Cohort number:	2	Audience (beneficiaries of the action plan)	Number of:	Comments:	
Date of submission:	10-Feb-23	Research staff	439 (accurate as of Jan 2023)	e.g. postdoctoral researchers, research fellows, research officers, research assistants.	
Institutional context:	Swansea University is a research-intensive university. In the latest Research Excellence Framework 2021 assessment, 86% of the University's overall research was rated as world-leading or internationally excellent - up from 80% in the previous REF exercise in 2014, and 91% of our research environment is classed as world-leading and internationally excellent. We employ 5,027 staff, of whom 439 are research-only. Our Pro Vice Chancellor for Research, Innovation & Impact, Professor Helen Griffiths, has responsibility for delivering our research and innovation sub-strategy. She is supported by three Deputy Pro Vice Chancellors, one of whom, is Professor Biagio Lucini, the Deputy Pro Vice Chancellor for Research Culture. Professor Lucini chairs the Research Staff Working Group, which oversees the development and monitoring of the Concordat Action Plan.				

	Obligation	Action	Carried over from previous action plan	Deadline	Responsibility	Impact / Success Measure	Comments	Progress update	Impact	Outcome
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	**Ensure all relevant staff are aware of the Concordat.**	Communicate the Concordat to all relevant staff and produce an annual report of progress against the Concordat Action Plan - to be published on our research webpages and made available through the RISWG, RIIC, University Senior Leadership Team and Council.	Y	Jun-25	PVC(R&I), Deputy PVC (Research Culture), Directors of Research, Transformational Lead for Learning & Development (HR), L&D Manager (HR)	At least 70% of research staff answering CEDARS q43.1 ("research staff state they are aware of the Concordat to support the career development of researchers") agree or strongly agree by 2025 (CEDARS 2021: 61%).				
ECI2	**Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.**	The research staff webpages will be revised to ensure relevant policies and practices are well-communicated and this will be included as part of the researcher induction	Y	Jun-25	Research Culture Manager, L&D manager	Feedback from research staff states that policies are well-communicated and transparent. At least 80% of research staff answering CEDARS q.37 ("state they believe the institution is committed to equality and diversity") agree or strongly agree by 2023/2025 (CEDARS 2021: 83%)				
ECI6	**Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.**	Increase CEDARS engagement amongst the research community and use results to inform actions.	Y	June 2023 June 2025	PVC(R&I), Deputy PVC (Research Culture), Directors of Research, Transformational Lead for Learning & Development (HR), L&D Manager (HR)	CEDARS to be used as a measurement tool Engagement to be increased by 10-15% by 2023 and increased up to 15-17% by 2025.				
ECR1	**Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.**	Promote a positive research culture by inviting research staff to engage in conversations on what makes a positive research culture use outcomes to inform actions Research staff encouraged to participate in mentoring as both a mentor and mentee Research staff managers encouraged to become harassment /whistleblowing advisors	N	Dec-25	Deputy PVC Research Culture Research Culture Manager Head of Equality L&D Manager, HR	University 'research culture' actions are informed by research staff engagement and feedback 100% new to Swansea research staff are allocated a mentor at appointment Increase in research staff trained as mentors and engaging in mentoring activities Increase in research staff managers trained as harassment and whistleblowing advisors				
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	**Promote good mental health and wellbeing through the effective management of workloads and people.**	Adopt and embed the University wide "Ymlaen" programme (2025), to bring us together as a community, tackle workload issues and deliver the best possible services to our staff, students and partners. Promote a healthy work environment by embedding consistent Leadership, Culture & Values throughout the University	N	Dec-23	Deputy PVC for Physical Activity, Sport, Health and Wellbeing Head of Employee Relations and Reward Head of HR Transformation	Single set of University values agreed and implemented People and University culture strategy developed and implemented				
ECI4	**Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.**	Design, develop and implement relevant line manager training in relation to supporting wellbeing and mental health All new staff complete EDI training as part of their induction and onboarding at Swansea	N	Dec-25	Head of HR Transformation Deputy PVC for Physical Activity, Sport, Health and Wellbeing	All managers of researchers complete EDI training as part of their induction At least 5 new manager programmes delivered during this period, research staff manager participation by Faculty recorded Feedback shows that >90% managers rate the programme as effective or highly effective				

Code	Objective	Description	Y/N	Date	Responsibility	Success Measure
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Actively promote a range of wellbeing resources to line managers, via annual LinkedIn Learning campaigns. Include in our newly developed and implemented line manager training to make research managers aware of mental health & wellbeing good practice.	N	Jun-25	Deputy PVC for Physical Activity, Sport, Health and Wellbeing Head of HR Business Partnering, Occupational Health Lead	At least 80% of research staff answering CEDARS q41.4 ("state managers actively promote the importance of good mental health and wellbeing of staff") agree or strongly agree by 2025 (CEDARS 2021: 76%).
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Include in our newly developed and implemented line manager training to make research managers aware of flexible working options and ensure the revised agile working policy is available on-staff intranet pages.	N	Jun-23	Head of compliance, policy and governance, HR	At least 80% of research staff answering CEDARS q14 (states the extent the institution treat staff fairly in relation to flexible working) agree or strongly agree by 2025 (CEDARS 2021: 76% %) and used to inform feedback on policy implementation.
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Researchers will be sent information regarding the range of support available to them and information about wellbeing and mental health included in University Induction.	Y	Jun-23	L&D Manager, Deputy PVC for Physical Activity, Sport, Health and Wellbeing, Occupational Health Manager	At least 77% of research staff answering CEDARS q42.5 ("state they take positive action to maintain their mental health and wellbeing) agree or strongly agree by 2023.

Bullying and harassment

The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.

Code	Objective	Description	Y/N	Date	Responsibility	Success Measure
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Researcher consultation used to inform Dignity at Work and Study Policy. Increase awareness of procedures and mechanisms to report and address incidents of harassment, bullying and hate incidents.	Y	Dec-24	Head of Equality Head of Advice, Welfare and support	The number of researchers who know how to report bullying and harassment is >63% (benchmarked against the Culture Survey 2022)
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Implement and embed our whistleblowing policy and deliver training to increase awareness of whistleblowing, dignity at work and study, and on being an active bystander	N	Dec-24	Head of Employee relations and reward Head of Equality Research Culture Manager	Line manager training developed and implemented on whistleblowing Deliver Active Bystander workshops; up to 3 per year. Training to be recorded and made available to research staff as part of REIS Seminar Series.
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	a) All new researchers complete the EDI and Unconscious Bias training and are aware of the expected standards of behaviour. b) All researchers complete the Research Integrity training and are aware of expected standards of research conduct.	Y	Dec-23	Head of Equality Research Culture Manager	At least 70% of research staff answering CEDARS q38 ("are familiar with the institution's mechanisms to report bullying or harassment") agree or strongly agree by 2023,2025.

Equality, diversity and inclusion

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

Code	Objective	Description	Y/N	Date	Responsibility	Success Measure
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Encourage & monitor completion of University unconscious bias & EDI training by researcher line managers.	Y	Dec-25	Head of Equality Research Culture Manager	>=83% research staff believe their institution actively promotes equality and diversity (CEDARS), compared to 69% of the national benchmark group. >44% of researcher managers have completed unconscious bias training. >68% of researcher managers have completed EDI training.
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	EDI policy awareness and University expectations is part of new staff induction and mandated training for all staff	Y	Feb-23	Head of Equality L&D Manager Deputy PVC Research Culture	Every new research staff starter is invited to attend a University induction seminar, with 100% of new starters attending in person or receiving our induction video link 100% completion of EDI and UB training for new starters

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

Code	Objective	Description	Y/N	Date	Responsibility	Success Measure
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	a) University Research Integrity website regularly updated with code of practices and policies, dedicated contact for research misconduct and research integrity training. b) All research managers undertake Research Integrity training.	Y	Dec 2025	Line Managers. Research Integrity Manager, Head of Research Development	>75% of researcher managers have completed the research integrity training. >=61% of research staff agree that Swansea actively promotes the highest standards of research integrity & conduct (CEDARS, 2021; n=71)
ECM3	Ensure managers report and address incidents of poor research integrity.	Appoint Faculty Ethics Leads to raise awareness of research ethics issues and reporting mechanisms.	N	Dec 2024	Line Managers. Research Integrity Manager, Deputy PVC Research Culture	Faculty Ethics Leads appointed. Mechanism developed for logging issues of research integrity at the Faculty level and report to the University Research integrity committee with numbers of cases logged including Faculty decision.

ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	a) Researcher induction content covers research integrity expectations & all researchers expected complete the research integrity training b)Confirmation questions used on internal grant application systems to reinforce research integrity expectations	N	Dec 2025	Hub Managers, Research Integrity Manager, Research Culture Manager	>45% of researchers have completed all 5 core modules of research integrity training	
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	a) Review membership of University and Faculty working groups relating to research integrity to ensure researcher representation increasing visibility of research ethics issues, policies & processes amongst the research community. b) Appoint Faculty Ethics Leads to raise awareness of research ethics issues and reporting mechanisms.	N	Dec 2024	Deputy PVC Research Culture, Research Integrity Manager	Faculty Ethics Leads have undertaken awareness raising sessions. University data evidences incidences of poor research practice being raised at Faculty level. Increase in number of Academic Integrity Issues reported at Faculty level (0 in 21/22)	

Policy development

The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.

EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Provide opportunity for Research community to input directly into policy development through working groups and committee membership (e.g. RISWG and RIIC) Provide Communication of policies amongst the research community through mechanisms such as the RISWG, Faculty research committees and researcher onboarding and induction	N	Feb-23	Deputy PVC Research Culture	Research staff representation at RIIC Revised membership and ToR implemented for the Research and Innovation staff working group Research staff representatives engage in Faculty Research Committees with clear communication channels between Faculty, working group and committee levels	
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Researcher Managers engage with the development of relevant policy via Committee representation and consultation	N	Feb-23	Deputy PVC Research Culture, Associate Deans Research	Research staff manager representation at RIIC, Faculty Research Committee membership includes RSM's and a member of the RISWG At least 25% of research staff answering CEDARS q16 ("extent the institution recognises the contributions that staff make to Institutional policy and decision-making) agree or strongly agree by 2023	
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Review research staff membership of University and Faculty committees post COVID and restructure Researchers are encouraged to engage with the development of relevant policy via RISWG and Committee representation	N	Feb-23	Research Culture Manager	Research staff representation at RIIC, and revised membership and ToR implemented for the Research and Innovation staff working group At least 25% of research staff answering CEDARS q16 ("extent the institution recognises the contributions that staff make to Institutional policy and decision-making) agree or strongly agree by 2023	
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Review research staff membership of University and Faculty committees post COVID and restructure	N	Feb-23	Deputy PVC Research Culture Research Culture Manager	At least 25% of research staff answering CEDARS q16 ("extent the institution recognises the contributions that staff make to Institutional policy and decision-making) agree or strongly agree by 2023	
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Researchers will be invited to contribute to the research culture action plan to promote a positive research environment	N	Dec-24	Deputy PVC Research Culture, Associate Director and Head of Research Development, Research Culture Manager	University 'research culture' actions reflect research staff engagement and feedback	

Employment

Recruitment and induction

The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.

EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Use researcher and research managers feedback to enhance recruitment, retention & development of high quality research staff Provide recruitment training on using fair and inclusive selection and appointment practices	N	Dec-25	Head of HR Process Improvement	Changes underpinning processes & systems are implemented, with University-wide impact : Achieve scores above the UK Benchmark group for research staff answering CEDARS q.19 ("To what extent do you agree that your recruitment, selection and appointment process was: fair, inclusive, transparent and merit-based") agree or strongly agree by 2025	

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Code	Obligation	Action	Y/N	Date	Responsible	Success measure
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Evaluate research staff experience of induction and use to inform improvements Revise welcome email for all new research staff to ensure researchers feel integrated into the community Provide access to online induction events every month for remote working and part-time researchers.	Y	Dec-23	Research Culture Manager L&D Manager	Induction course feedback rating: At least 75% rate their induction programme as effective [3 stars] or highly effective [4 stars] Revised welcome email for new research staff implemented

Recognition, reward and promotion

The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.

Code	Obligation	Action	Y/N	Date	Responsible	Success measure
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	Engage with research staff about their experiences of recognition and reward and use this to inform our reward and recognition strategy Provide workshops to support Research colleagues who are considering applying for promotion (annually during PDR cycle - September to November each year)	N	Dec-23	Head of Employee relations and reward	Reward and recognition strategy in place, in which the views and needs of researchers are clearly reflected. At least 55% (UK Benchmark) of research staff answering CEDARS q41.1 ("feel they are appropriately recognised for their contributions") agree or strongly agree by 2023.
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Review & enhance the Researcher promotion process Provide workshops to support Research colleagues who are considering applying for promotion (annually during PDR cycle - September to November each year)	Y	June 2023 June 2025	PVC RII Associate Deans Research Head of HR Transformation	Achieve scores above the UK Benchmark group (>=36%) for number of research staff answering CEDARS q.17 ("to what extent do you agree that promotion pathways and processes at the institution are clear") agree or strongly agree by 2023 (CEDARS 2021: 28%).

Responsibilities and reporting

The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.

Code	Obligation	Action	Y/N	Date	Responsible	Success measure
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	Update the online guidance for managers for induction of new research staff to ensure research specific terms and conditions of grant funding and relevant employment legislation are clear and current	N	April 2023 Sept 2023	Research Culture Manager, L&D Manager	Revised guidance is implemented and included on new starter welcome email Feedback through the RISWG shows positive engagement with these resources
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Update the online guidance for managers for induction of new research staff to ensure research specific terms and conditions of grant funding and relevant employment legislation are clear and current Research development officers within each Faculty Research hub to offer a bespoke service to PI's to support researchers in understanding the specific requirements of their award	N	Dec-24	Research Culture Manager L&D Manager	Revised guidance is implemented and included on new starter welcome email Research development officers being actively engaged by PIs Researchers able to make informed choices about their work
ER2	Researchers understand their reporting obligations and responsibilities.	Update the online guidance for managers for induction of new research staff to ensure research specific terms and conditions of grant funding and relevant employment legislation are clear and current. Research development officers within each Faculty Research hub to offer a bespoke service to PI's to support researchers in understanding the specific requirements of their award.	N	Dec-24	Research Culture Manager. L&D manager	>61% - 78% of research staff answering CEDARS q37, 38, 39 ("familiar with the institution's mechanisms to report incidents of research misconduct / bullying and harassment/ discrimination) agree or strongly agree by 2023 (>=CEDARS, 2021; 61% - 78%) Research development officers being actively engaged by PIs Researchers able to make informed choices about their work

People management

The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.

Code	Obligation	Action	Y/N	Date	Responsible	Success measure
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Invest in and increase provision of effective leadership and management training for line managers including a suite of modules covering: i) academic and research staff probation, ii) meaningful conversations in PDR, iii) project management, iv) interview essentials and, v) how to have challenging conversations.	N	Dec-23	Head of Transformation and Performance, L&D Lead, L&D Manager	L&M modules delivered 2023: 8 courses: Attracting great candidates, 2 courses: Academic / Research probation, 6 courses: How to have challenging conversations, 8 courses: Interview Essentials, 4 courses: Meaningful Conversations during PDR, Reviews and promotion L&M course feedback rating: At least 75% rate the programme as effective [3 stars] or highly effective [4 stars] PM modules delivered per academic year: 3 courses: Introduction to Project Management 3 courses: Introduction to Project Planning 3 courses: Risk Management PM course feedback rating: At least 75% rate the programme as effective [3 stars] or highly effective [4 stars]

			Y/N	Date	Responsibility	Success measure				
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Invite research staff to provide feedback to help inform our people and university culture strategy and the development of University values. Excellent people management will be embedded in revised Academic Career Pathways criteria and will be transparent in promotion criteria. Develop an award scheme that recognises academics who offer outstanding support to early career researchers. 99% of researcher colleagues engage in meaningful annual PDR (Sep-Nov annually)	Y	Nov-25	Head of Transformation & Performance, Performance Lead	People and University Culture strategy, and University values are agreed and implemented, with views and needs of researchers clearly reflected. ACP and promotion criteria reflect the importance of excellent people management Award scheme in place 99% of researcher colleagues engage in annual PDR				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Create a collection or pathway of targeted LinkedIn learning courses on leadership and careers for researchers and include this as part of the suite of 'phase 1' leadership development for line managers of researchers. Encourage managers to undertake training, track uptake and report on the MI.	N	Apr-23	L&D Manager, Research Culture Manager	LinkedIn learning launched for all research staff in Q1 (Jan- March 2023) 25% of licences activated by research staff within 6 months of launch. > 3 researcher leadership & management collections/pathways created and > 1 relevant researcher campaign per quarter. MI on engagement				
EM4	Managers actively engage in regular constructive performance management with their researchers.	Research managers have meaningful professional development discussions and reviews annually, and these will be supported by a suite of resources to enable them to have regular and constructive conversations with their researchers.	Y	Sept- 2023 Sept- 2024	Head of Transformation and Performance Lead for L&D, L&D Manager	99% engagement in professional development reviews At least 75% of research staff answering CEDARS q28.1 ("managers articulate their expectations with respect to role and performance) and q.28.2 ("manager provides clear, constructive and timely feedback on my performance") agree or strongly agree by 2023.				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Researchers have meaningful professional development discussions and reviews with their manager each year	Y	Sept- 2023 Sept- 2025	Head of Transformation and Performance Lead for L&D, L&D Manager	99% engagement in professional development reviews				

Job security

The aim of this obligation is to improve the job security of researchers.

			Y/N	Date	Responsibility	Success measure				
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	Track data and report on redeployment and contract type across each Faculty to ensure the application of the redeployment policy and processes for research staff. HR business partners to advise line managers in their application of redeployment processes, including the completion of relevant redundancy training.	N	Dec-23	HR Head of Business Partnering HR Business Partners	100% of line managers with staff at risk of redundancy are trained in supporting their staff through the application of University policy and procedures				

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

			Y/N	Date	Responsibility	Success measure				
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Review the current professional development opportunities for researchers, and promote them in partnership with the RISWG.	N	Sept 2023 Sept 2024	Deputy PVC Research Culture, Research Culture Manager, L&D Manager	Professional development reviewed and actions developed and implemented Research staff answering CEDARS q25.("During the past 12 months - or since taking up your current position if that is more recent- approximately how many days have you spent on training and other continuing professional development activities?"): Reduction to below 30% of Research colleagues who answer 0, <1, or 1-2 days in CEDARS (36% 2021) Increase to over 70 % of Research colleagues who answer 3-4, 5-9, 10 or >10 days CEDARS (64% 2021)				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Annual report to RISWG, RIIC and SLT clearly shows engagement of researchers and their line managers with a range of professional development activities, including engagement in the PDR	Y	June 2023 June 2024 June 2025	L&D Lead, L&D Manager, Research Culture Manager, Associate Deans for Research	Annual report shows engagement of researchers and line managers with professional development activities and is used to inform actions to increase researcher engagement Research staff answering CEDARS q25.("During the past 12 months - or since taking up your current position if that is more recent- approximately how many days have you spent on training and other continuing professional development activities?"): Reduction to below 30% of Research colleagues who answer 0, <1, or 1-2 days in CEDARS (36% 2021) Increase to over 70 % of Research colleagues who answer 3-4, 5-9, 10 or >10 days CEDARS (64% 2021)				

Ref	Obligation	Action		Date	Responsibility	Success measure
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Series of 'professional development campaigns' for Managers underpinned by reminders and sign-posting to relevant University policy (e.g.; staff development and study leave), with the aim to remind managers of importance of supporting researchers to balance the delivery of their research with professional development.	N	Sept 2023 Sept 2024	L&D Lead, L&D Manager, Associate Deans for Research, Research Culture Manager	Professional development campaigns developed and implemented CEDARS (2023; 2025) shows the % of researchers that believe they are supported by their manager to engage in personal and career development activities is >=80.
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	RISWG to champion and promote a range of relevant career development resources to encourage researchers to take ownership of their careers.	N	Sept 2023 Sept 2024	RISWG members	Careers development pages are 'live' RISWG members champion and review researcher engagement in professional development activities through regular, meetings with agenda and minuted discussions

Career development reviews

The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.

Ref	Obligation	Action		Date	Responsibility	Success measure
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Line managers engage with training and support on how to have a meaningful PDR conversation. Develop additional guidance for staff who manage researchers to help them engage in meaningful and regular career conversations in order to identify opportunities for continuing professional development.	N	Sept 2023 Sept 2024	Head of HR Transformation	Career guidance is developed and implemented 99% PDR engagement for staff, including researchers 12 PDR courses delivered during Sept 23 & Sept 24: 2 courses/academic year: Meaningful Conversations during PDR, Reviews and promotion (Academics) 4 courses/academic year: Meaningful Conversations during PDR and reviews (Professional Services) PDR course feedback rating: At least 75% rate the programme as effective [3 stars] or highly effective [4 stars]
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Track research staff uptake of training and completion of professional development reviews. Annual training and development report distributed to RISWG/RIIC/SLT	Y	Annual PDR Sept 2023/2024- Nov 2023/2024	Transformational Lead Performance, L&D lead, L&D Manager	99% PDR completion for all staff including research staff
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Track research staff uptake of training and completion of professional development reviews. Annual training and development report distributed to RISWG/RIIC/SLT	Y	Annual PDR Sept 2023/2024- Nov 2023/2024	Transformational Lead Performance	99% PDR completion for all staff including research staff
PCDR4	Researchers positively engage in career development reviews with their managers.	Track research staff uptake of training and completion of professional development reviews. Annual training and development report distributed to RISWG/RIIC/SLT	Y	Annual PDR Sept 2023/2024- Nov 2023/2024	Transformational Lead Performance	99% PDR completion for all staff including research staff.

Career development support and planning

The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.

Ref	Obligation	Action		Date	Responsibility	Success measure
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Researchers will have access to a range of career planning development courses/tools to support their development and will participate in professional development reviews	N	Sept 2023 Sept 2024	L&D Manager Culture Manager Transformational lead, performance	All research staff provided with LinkedIn learning and access to curated career development resources Career development webpage provides a range of interactive and engaging career learning resources for Swansea University's early career researchers 99% PDR completion for all staff, including research staff
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	Partner with the RISWG to assess research staff career development support and training provision Develop and implement actions to support individual researchers in building a portfolio of evidence to demonstrate their experience	N	Sept 2023 Sept 2024	Deputy PVC Research Culture Research Culture Manager L&D Manager RISWG members	RISWG review, inform and agree researcher CPD provision annually At least 40% of research staff answering CEDARS q30.5.1 ("I have a clear career development plan in place") agree or strongly agree by 2023. and increasing to 50% in 2025.

Research identity and leadership

The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.

Ref	Obligation	Action		Date	Responsibility	Success measure
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Commit funding and actively encourage participation in Welsh Crucible (an award winning pan-Wales programme of personal, professional and leadership development for future research leaders of Wales)	Y	June 2023 June 2024 June 2025	Lead L&D Associate Deans Research	Welsh Crucible is actively promoted across each Faculty At least 15 Swansea researchers apply each year, with a minimum of 5 successfully selected on to the programme

Ref	Obligation	Action		Date	Responsibility	Success measure			
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	Track research staff uptake of training and completion of professional development reviews. Annual training and development report distributed to RISWG/RIIC/SLT Researchers are recognised through the professional development review process, and celebrated at a University level, e.g. through our research and innovation awards category 'Research and Innovation Rising Star - early career'	N	May-24	Transformational Lead - Performance, L&D Lead, L&D Manager PVC & Deputy PVC Research Culture Communications Officer, REIS	99% PDR completion for all staff including research staff >100 University nominations/entries for the Research and Innovation Awards			
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Invest in and increase provision of effective leadership and management training for line managers including a suite of modules covering: i) academic and research staff probation, ii) meaningful conversations in PDR, iii) project management, iv) interview essentials and, v) how to have challenging conversations. A 'new managers programme' for new to role or new to Swansea managers will include and promote the importance of professional development. University values will be developed to help support individuals in developing and demonstrating behaviours and skills that uphold a positive People and University culture.	Y	Dec-23	Head of Transformation Performance, L&D Lead, L&D Manager	Number of 'Phase 1 leadership modules' increased by 50% in 23/24 **L&M modules delivered 2023:** 8 courses: Attracting great candidates, 2 courses: Academic / Research probation, 6 courses: How to have challenging conversations, 8 courses: Interview Essentials, 4 courses: Meaningful Conversations during PDR, Reviews and promotion **L&M course feedback rating:** At least 75% managers rate the programme as effective [3 stars] or highly effective [4 stars] New managers programme designed and developed with at least 4 programmes delivered in 23/24 University values developed and implemented			
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Commit funding and actively encourage participation in Welsh Crucible (an award winning pan-Wales programme of personal, professional and leadership development for future research leaders of Wales)	Y	June 2023 June 2024 June 2025	Lead L&D Associate Deans Research	At least 15 Swansea researchers apply each year, with a minimum of 5 successfully selected on to the programme			
Diverse careers									
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.									
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Implement and review the Researcher Career Stories: Made in Wales series aimed at early career researchers across Wales. These events will celebrate individual researcher career stories across a range of employment sectors as well as showcasing the ways in which Welsh HEIs contribute to the development of a highly skilled and talented workforce for Wales, the UK and beyond.	N	Sept- 2023	L&D Manager	At least 3 'Made in Wales sessions delivered between February and May 2023, and researcher feedback used to inform future actions			
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Track research staff uptake of training and completion of professional development reviews. Annual training and development report distributed to RISWG/RIIC/SLT Continue to provide Mentoring for researchers, giving appropriate support (e.g. mentoring skills) and guidance for mentors and mentees.	N	Sept-2023 Sept- 2024	L&D Manager	Annual training and development report distributed to RISWG/RIIC/SLT All new research staff will be offered a named mentor as part of the induction to role At least 4 mentoring skills workshops delivered each year Mentoring guidance is revised and clearly available to researchers and their managers			
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Implement and review the Researcher Career Stories: Made in Wales series aimed at early career researchers across Wales. These events will celebrate individual researcher career stories across a range of employment sectors as well as showcasing the ways in which Welsh HEIs contribute to the development of a highly skilled and talented workforce for Wales, the UK and beyond.	N	Sept-2023	L&D Manager	At least 3 'Made in Wales sessions delivered between February and May 2023, and researcher feedback used to inform future actions.			
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Implement and review the Researcher Career Stories: Made in Wales series aimed at early career researchers across Wales. These events will celebrate how individual researchers have contributed to the wider research system across a range of employment sectors. Online REIS seminar series to highlight a bank of researcher training resources related to knowledge transfer, commercial collaboration and public engagement, that can be accessed at all times regardless of location or FTE status	N	Sept-2023 Sept- 2024	L&D Manager	At least 3 'Made in Wales' sessions delivered between February and May 2023, with a minimum of 50 researchers engaging in one or more of these events and researcher feedback used to inform future actions. Engagement with the online REIS seminar series is monitored and used to inform actions			

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information	
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Abbreviations and glossary	
ACP	Academic Career Pathway
CEDARS	Culture, Employment and Development in Academic Research Survey
CPD	Continuing Professional Development
DPVC	Deputy Pro Vice Chancellor
DTS	Development & Training Services
EDI	Equality, Diversity and Inclusion
FTE	Full Time Equivalent
HREIR	HR Excellence in Research Award
L&D	Learning & Development
MI	Management Information
PDR	Performance Development Review
PGR	Postgraduate Research
PVC (R&I)	Pro Vice Chancellor - Research & Innovation
R&I strategy	Research & Innovation Strategy
REF	Research Excellence Framework
REIS	Research, Engagement & Innovation Services
RI	Research Integrity
RIIC	Research Innovation and Impact Committee
RSM's	Research Managers
RISWG	Research Innovation Staff Working Group
SLT	Senior Leadership Team
ToR	Terms of Reference
UB	Unconcious Bias

Swansea University
Prifysgol Abertawe

HR EXCELLENCE IN RESEARCH

Institution name:	Swansea University			
Cohort number:	2	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	10-Feb-23	Research staff	439 (accurate as of Jan 2023)	e.g. postdoctoral researchers, research fellows, research officers, research assistants.
Institutional context:	Swansea University is a research-intensive university. In the latest Research Excellence Framework 2021 assessment, 86% of the University's overall research was rated as world-leading or internationally excellent - up from 80% in the previous REF exercise in 2014, and 91% of our research environment is classed as world-leading and internationally excellent. We employ 5,027 staff, of whom 439 are research-only. Our Pro Vice Chancellor for Research, Innovation & Impact, Professor Helen Griffiths, has responsibility for delivering our research and innovation sub-strategy. She is supported by three Deputy Pro Vice Chancellors, one of whom, is Professor Biagio Lucini, the Deputy Pro Vice Chancellor for Research Culture. Professor Lucini chairs the Research Staff Working Group, which oversees the development and monitoring of the Concordat Action Plan.			

	Funders Obligations	Action	Carried over from previous action plan?	Deadline	Responsibility	Impact / Success Measure	Comments (optional)	Progress update	Impact
Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies								
Wellbeing and mental health									
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.									
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers								
Equality, diversity and inclusion									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.									
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions								
Employment									
Job security									
The aims of these obligation are to improve the job security of early career researchers.									
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies								

EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security								
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to do so.

| PCDF1 | Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning | | | | | | | | |
| PCDF2 | Embed the Concordat Principles and researcher development into research assessment strategies and processes | | | | | | | | |

Diverse careers

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

| PCDF3 | Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit | | | | | | | | |

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