

Cynllun Gweithredu HREiR Award Action plan 2022-2025



Details

Institution name:	University of South Wales
Cohort number:	10
Date of submission:	Jul-22
Institutional context:	<p>The University of South Wales (USW) is organised into three faculties: Business and Creative Industries; Computing, Engineering and Science; Life Sciences and Education. The faculties are located across our campuses in Cardiff, Newport and Pontypridd. We are a multi-disciplinary university with a strong track record of collaboration with external organisations in both our teaching and learning and research and innovation. Our USW Strategy 2030 has two pillars, one of which is research and innovation impact.</p> <p>Of note is our relatively low number of research-only / fixed term contract staff (47).</p> <p>Most academic/research staff have combined teaching and research contracts as part of the historic philosophy of the University. We regard all academic staff who have protected time for research at 20% or more of their full time equivalent (FTE) to be research active and are therefore referred to as researchers/research active staff throughout this document. This includes contract researchers.</p>

The institutional audience* for this action plan includes:

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	79	At USW 'research staff' includes anyone submitted to HESA as being on a research-only contract, typically Research Assistants, Fellows, and some Professors. December 2022: <ul style="list-style-type: none"> 11 Research Fellows 38 Research Assistants
Postgraduate researchers	401	Total PGR = 401 (minus any visiting research students which are fewer than 1%) <ul style="list-style-type: none"> 51% FT; 49% PT 10% FT International
Research and teaching staff	708	
Teaching-only staff	697	Data includes 692 staff who are either Hourly Paid Lecturers or non-academic support staff classed as teaching only, such as Welsh for Adult Tutors and Employability Adviser.
Technicians	71	
Clinicians	27	
Professional support staff	918	
Other - Catering and Estates	88	

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The University of South Wales has aligned the current HR Excellence in Research Award Action Plan with the USW 2030 Strategy; the USW People Plan 2030; the Health and Well-being Strategy; the Strategic Equality Plan 2020-24 and the Research & Innovation Strategy 2030.

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.

The University of South Wales is a post-1992, vocationally focused institution with a supportive research environment where research and innovation is integrated within the core operations and support systems of the University that recognises the interdependencies between our research and teaching portfolios in accordance with the one strategy approach. One of the aims of the Research 2030 Strategy Implementation Group (SIG) is to create and maintain sustainable Research and Innovation Groups (RIG) that are aligned with UK/Welsh Government, and local, national and international stakeholder priorities. Each group will have a breadth of experience and connectivity with stakeholders and be composed of colleagues at different career stages. One of the objectives for the Research and Innovation Group Lead is to support and nurture the development of our researchers at all career stages.

ECI1	Ensure all relevant staff are aware of the Concordat.	<p>Plan a series of Concordat signatory action plan launch events where attendees hear about the action plan and the support available for research active staff and PGR students.</p> <p>The Concordat will be a standing agenda item for the Research and Innovation Committee and Faculty Research and Innovation Committees.</p> <p>The Concordat action plan will be promoted regularly at staff induction events and via our communication channels including all staff updates, Faculty newsletters, and the 'all staff' townhall meetings, which are the online information sharing sessions provided by the University Executive.</p> <p>The Concordat obligations will form part of the induction programme for managers.</p> <p>Annual progress reports are submitted to the USW Executive,</p>	YES [6.2.1]	Jul-25	PVCRI EDEE	<p>Over 60% of Culture, Employment and Development in Academic Research Survey (CEDARS) 2023 respondents are aware of the Concordat, compared to 50% in 2021.</p> <p>100% of line managers have received a briefing on their obligations to the Concordat.</p> <p>Awareness is raised via an annual update/progress report, which is circulated to all managers of researchers.</p>		<p>May 2023: The PVCRI has briefed each of the Faculty Senior Leadership Teams and those who manage researchers on their obligations as outlined within the Concordat.</p>	
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		all Research and Innovation Committees; the Culture, People and Values Committee, and the Board of Governors.							
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	<p>An updated operating model for EDI will be implemented involving the appointment of EDI Champions in every faculty and department of the University. This new group will provide the framework for our work including Athena SWAN, Stonewall Workplace Equality Index, Disability Confident and the Race Equality Charter.</p> <p>We will submit to the Stonewall Workplace Equality Index in 2023 and will retain our Disability Confident status. This continued focus on EDI will result in an inclusive, open, and transparent culture for our research staff and PGR community and we will measure this via feedback from CEDARS and focus groups as well as conversations at regular agenda items at our formal University committees.</p> <p>Our Early Career Researcher (ECR) Network will run focus groups and workshops and EDI matters will form a part of these events.</p> <p>Convene a working group to review institutional policies. Distribute all policies via the USW intranet. Update the intranet site to ensure that relevant institutional policies are easy to find with signposting to relevant support.</p>	YES [5]	Jul-25	PVCRI EDIM CPIO	<p>Over 50% of CEDARS 2023 respondents feel that they can contribute to institutional policy making.</p> <p>EDI Champions have been recruited and trained with the expectation that Athena SWAN Institutional Bronze is successfully renewed in 2023 and that our Race Equality Charter (REC) work leads to achieving the standard by 2025.</p> <p>Stonewall Workplace Equality Index and our Disability Confident status are retained.</p> <p>Intranet site will be updated and regularly monitored for engagement with updated policies.</p>			
ECI6	Regularly review and report on the quality of the research	Formation of a refreshed Professoriate which meets three times per year that will bring feedback from the research	YES [6.1]	Oct-23	DRIS REM	Professoriate established, the minutes and actions demonstrate how improvements have been	May 2023: The Research Culture survey took place late 2022		

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	environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	community, (including research-only staff) concerning the culture and operation of research at USW. The Associate Deans Research and Innovation (ADRI) will deploy a communication plan within the faculties to raise awareness of and increase the response rates to the CEDARS and other relevant staff surveys. Using our Researcher Concordat SIG, deploy an annual survey which compliments CEDARS to monitor the impact of our new action plan. Results from the surveys will be formally reported at Research and Innovation Committee and discussed by the Professoriate. Report progress on the Concordat action plan drawn from surveys such as CEDARS and all-staff survey alongside specific surveys on research culture. Appointment of a new role; the Research Environment Officer will support the administration of the Researcher Concordat as well as the wider Research Environment Team. Also refer to ECI6.			created, implemented and evaluated. All survey findings will be reported to the University and Faculty Research and Innovation Committees; Academic Board, and the Culture, People and Values Committee and shared with relevant SIG groups to ensure that researcher feedback is considered when developing policy. Baseline survey data will be collected annually and show a response rate of greater than 50%. Recruitment of the Research Environment Officer.		and findings reported at the May-23 Research and Innovation Committee. The Research Environment Officer was appointed in February 2023.		
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive	Empower our ECR community to co-create a USW Early Career Researcher Network that aims to provide a safe space for support and collaboration of ECRs and PGRs. Investigate and address where there are barriers that block the	YES [2.4.1]	Jul-25	PVCRI ADRI	The ECR Network is launched with clear lines into formal University Committees as well as to the Pro-Vice Chancellor Research and Innovation (PVCRI) to ensure regular engagement with the group.		May 2023: Researcher Coffee Mornings have commenced; the format has been both informal networking sessions and more structured 'themed' talks given by	

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colleague, particularly to newer researchers and students.	<p>career pathways of our mid-career researchers.</p> <p>Members of the ECR Network will devise feedback mechanisms so that the impact of the network can be measured.</p> <p>Following feedback from the ECR Network we will hold monthly Researcher Coffee mornings; these events offer a space for conversations and networking with fellow researchers at all career stages. The events will be a mix of informal networking and structured Q&A sessions with senior researchers.</p> <p>The Research Environment Officer to become the link between the ECR Network and Research and Innovation Services.</p> <p>Procure an online mentoring platform and launch the Researcher Mentoring Scheme.</p>				<p>100% of ECRs are invited to become members of the network. The Network is to formally meet three times a year and produce a report of themes that need to be discussed at R&I Committee/ Professoriate (informal meetings are likely to occur more frequently).</p> <p>An increased level of engagement and tailored support. A more positive research culture.</p> <p>Online mentoring platform secured, and Research Mentoring Scheme launched and populated.</p> <p>Research mentorship is offered to all members of staff, via discussions at annual appraisal.</p>		<p>experienced USW Researchers on topics such as 'how to get published'.</p> <p>The Researcher Mentoring Scheme was launched April 2023, uptake will be monitored and reported on.</p>		
Well-being and mental health									
The aims of these obligations are to champion positive well-being amongst researchers, both through appropriate training and enabling new ways of working.									
Well-being is at the heart of the University of South Wales and the Health and Well-being Strategy 2023-2025 is committed to transforming the well-being mindset. Institutional leadership for well-being and health is placed with the Executive Team with responsibility for the delivery of the USW Well-being Strategy and related action plan empowered to the cross-university Well-being Steering Group, jointly led by the Director of Human Resources and the Director of Student Services. The Well-being Steering Group is one of three governing pillars of USW, working in synchronisation with the Health and Safety Committee, and the Equality & Diversity Steering group. The University has aligned itself to the Universities UK Stepchange Framework, and this forms a backbone to our approach.									

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ECI3	Promote good mental health and well-being through the effective management of workloads and people.	Develop and publish the USW Health and Well-being Strategy. Increase the percentage awareness from 39.5% to 50% by promotion of the Well-being Strategy via the Graduate School, the Associate Deans for Research and Innovation and the Research and Innovation Group (RIG) Leads. Using the weekly USW newsletter and digital screens across campus we will continue to raise awareness of the resources available to support mental health and well-being. Such as promoting boundaries, managing expectations around workload by encouraging learning and development activities for colleagues and managers. Receive and action the recommendations from the two SIG workstreams that have a focus on academic workload in relation to research, research culture and well-being. Arrange a Researchers' Coffee Morning dedicated to Mental Health and Well-being.	Jul-23	CPIO ADRI	Publication of the Health and Well-being Strategy. Add a link to the Strategy into the formal appraisal guidance notes and make available via the USW intranet. All researchers are aware of the work USW is doing to support mental health and well-being.		May 2023: Researchers' coffee morning and talk: on mental health and resilience held Jan-23. 'Time to Talk Day' Researcher coffee morning held Feb-23.		
ECI4	Ensure managers of researchers are effectively trained in relation to well-being and mental health.	Working with the new Chief People and Inclusion Officer and the EDI Manager we will develop and deliver training for managers of researchers in relation to promoting a good research culture. This will include mental health and well-being, equality and diversity, bullying and harassment, and research integrity, as well as provide access to and awareness of the support mechanisms for staff	Jul-23	PVCRI CPIO RDM	100% of managers who have been in post for more than one year are accredited in Applied Suicide Intervention Skills Training (ASIST) and Mental Health First Aid training and ensure these are regularly reviewed every 2-3 years to allow for any changes in content. Recommendations made				

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					by the SIGs and better training will see a favourable improvement by 5-10% in the CEDARS 2023 responses (2021 baseline = 50%).				
ECM3	Ensure managers promote a healthy working environment that supports researchers' well-being and mental health.	<p>We will ensure managers share any events (e.g., programme of well-being workshops) and resources (e.g., Care First, Health and Well-being website, Flu voucher, etc) related to well-being and actively encourage their teams to take time to attend well-being events.</p> <p>We will establish an open culture where colleagues are free to share well-being concerns and are happy to discuss reasonable adjustments or referrals to Occupational Health.</p> <p>Managers to encourage their teams to make use of their annual leave and take sick leave for well-being-related issues.</p>	Jul-23	CPIO Deans Other Professional Service leads where necessary	See EC14 success measures.				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	See EC14							
ECR3	Ensure researchers take positive action towards maintaining their well-being and mental health.	Our CEDARS 2021 showed that 89% of researchers were able to take positive action to maintain their mental health and well-being. We will continue to actively promote and encourage researchers to make use of our well-being provisions (e.g., Care First, Health & Well-being website), attend well-being workshops and reach out to managers if they have any well-	Jul-23	CPIO	Evidence of research staff participation with provision and online resources.				

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	<p>being concerns or require reasonable adjustments etc.</p> <p>We will refresh the membership of the Well-being and Health Strategy Group to ensure researchers are represented in particular at different career stages including ECR, Associate Professor and Professor.</p> <p>We will use the Mindful Mountains initiative with PGR students (where PGRs get away from their desk, office or lab for a chat whilst doing some physical activity and network within the beautiful mountain ranges of Wales) as a pilot for possible expansion to research staff.</p>								
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.									
<p>The University of South Wales is committed to providing a working environment that is free from discrimination, harassment, bullying and victimisation and to promoting a culture where all colleagues feel valued and respected. The Dignity at Work Policy sets out how the University will promote dignity at work for all colleagues and outlines the procedure for dealing with complaints of a dignity at work nature. The procedure incorporates the principles of the University's Grievance Procedure. All new staff are made aware of this policy at induction, through the University's webpages, core brief (weekly university newsletter) and other communication methods. The policy will also be disseminated to staff through Deans and Directors in order to promote dignity at work and forms part of the annual development programme for staff to ensure that this is a 'live document'. In the event of a grievance or dignity at work issue investigating officers will be thoroughly briefed by the case work unit to ensure the policy is applied correctly.</p> <p>The University has Dignity at Work Advisers who are members of staff trained to support employees who feel they are being subjected to unacceptable behaviour. We recognise that micro-bullying can occur, and we are actively working towards securing the Race Equality Charter Mark and have committed to becoming an anti-racist organisation, which means that we have appointed Race Equality Champions to support the development of an anti-racist culture for USW and support all staff. As part of the University's commitment to having an inclusive workplace that supports diversity and equity; the Equality, Diversity, and Inclusion (EDI) team have developed mandatory in person anti-racist training for all staff.</p> <p>As an institution we have undertaken several surveys e.g., anti-racism and the Research Culture survey to surface views around culture at USW and are committed to eliminating bullying and harassment. We believe that everyone at USW has the right to feel safe and supported, which is why we have invested in training and an online report and support platform.</p>									
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment,	The Dignity at Work and the Dignity at Study Policy provide guidance on steps which can be taken if a person feels that they are experiencing bullying or harassment. The documents also include examples of what may be considered unacceptable behaviour.	YES [5.1.2]			A thematic report is received annually by the Culture People and Values Committee, which is chaired by a member of the Board of Governors and any issues are referred to the relevant committee for action and reported back to		May 2023: The Report and Support platform was launched Apr-23.	

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	including providing appropriate support for those reporting issues.	The FairPlay 30 Champion scheme has been reviewed as part of a university-wide Well-being and Health Strategy and will continue with support from an external facilitator.				Culture People Values Committee.			
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See ECI3				Managers receive an annual summary of key policies and procedures and confirm that they are familiar with any updates.			
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.	See ECI3							

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.

The University of South Wales Strategic Equality Plan 2020-2024 demonstrates our commitment to equality, diversity and inclusion and has been embedded into how we operate as a university.

As an organisation, we are committed to creating and maintaining an inclusive learning and working environment where equity is fully embedded across the whole institution and diversity is highly valued. In September 2020, USW confirmed its commitment to progress with Advance HE's Race Equality Charter (REC). This Charter provides a framework through which UK Higher Education institutions demonstrate their commitment to removing institutional and cultural barriers standing in the way of Black, Asian and Minority Ethnic colleagues and students achieving success.

We have been awarded University of Sanctuary status. This recognises the University's commitment to creating a culture of welcome for people seeking sanctuary within, and beyond, its campuses. The Universities of Sanctuary scheme was established in 2017 by City of Sanctuary, a national charity which works to provide places of safety for all. The aim of the scheme is to inspire and support universities to adopt a culture and practice of welcome within their own institutions, in their wider communities, and across the UK Higher Education sector.

The University has been recognised for its commitment to gender equality by achieving the Athena SWAN Bronze award. Athena SWAN is Advance HE's gender charter, and acknowledges the actions undertaken by Higher Education Institutions with relation to gender equality issues.

We joined Stonewall Cymru's Diversity Champions Scheme in 2016. The programme for employers aims to ensure that all LGBTQ+ colleagues are accepted without exception in the workplace. Through membership to this programme, Stonewall share with us a library of research and best-practice guides, help us plan our priorities, give us feedback on our initiatives and review our policies to ensure they are LGBTQ+ inclusive.

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The University launched the Reasonable Adjustments Staff Passport in April 2023, this platform will help to support an inclusive environment that will enable staff to self-disclose any disability via an online portal. The passport acts as a live document about agreed changes in the workplace. It means that when the colleague changes role or manager, they have an accurate record of what's been agreed.

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	<p>Create an Equality, Diversity and Inclusion intranet site and develop an EDI toolkit, which includes bite sized training in different styles to suit people's learning styles, that is available to all staff.</p> <p>Convene a working group that includes the EDI manager, appropriate colleagues from Professional Services and Heads of Subject to address this requirement.</p> <p>We will review the current uptake of leadership and management training by managers of researchers and undertake a training needs analysis.</p> <p>Purchase and launch Advance HE's Race Equality e-Learning course to all staff.</p> <p>Launch anti-racism training for all colleagues.</p>		Jul-23	EDIM	<p>60% of CEDARS 2023 respondents report that they have received equality, diversity and inclusion training.</p> <p>EDI training has become a core module of our development programmes for all managers of researchers that complements other available resources.</p> <p>Engagement with >80% Heads of Subject.</p> <p>Senior Leadership team have received 'Take the Lead' training, which includes elements of EDI as part of a suite of awareness raising and development to be rolled out to all staff.</p> <p>All staff will have undertaken training by September 2024.</p>		<p>May 2023: USW anti-racism training was launched early Spring; we will use CEDARS 2023 survey data as a benchmark against future surveys to see how this training has had a positive impact.</p> <p>The Workplace Reasonable Adjustments Passport was introduced in Apr-23.</p>	
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	See ECI4 / ECM1							

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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.									
The University is a signatory to the Concordat to Support Research Integrity (CSRI) which requires us to monitor and review our arrangements in relation to research integrity. As part of our annual review, we report on issues and matters relating to research integrity including all research misconduct investigations. We publish our annual report on our website as well as send to Higher Education Funding Council for Wales (HEFCW) as part of our obligations set out within the Concordat to Support Research Integrity.									
The University will continue to ensure and promote that researchers and their managers are aware of the CSRI, our research governance processes and procedures, including those related to research ethics and research misconduct.									
The University will continue to monitor completion of our in-house research integrity online training programme which is offered to all academic staff and postgraduate research students.									
The University will continue to offer training and guidance in all aspects of research ethics, integrity and professional conduct.									
The University will introduce a Research Integrity Policy in 2023, applicable to all academic staff that will embed the requirement of formalised self-assessment into the ongoing provision associated with research integrity, including a mandatory requirement for all researchers to undertake research integrity training. At its design the Research Integrity policy will utilise the UK RIO self-assessment tool to both guide its content as well as the plans for future work.									
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	In addition to our current arrangements, we will launch a Research Integrity Policy in 2023 which will strengthen our commitment to meeting the requirements of the CSRI. This policy will apply to all academic staff and PGR students and will bring together and enhance the resources that will be in place to support awareness raising, compliance and training. This policy will be incorporated into staff performance reviews and staff inductions. Undertaking research integrity training will become mandatory as part of the Research Integrity Policy. To capture engagement, we will survey the research community annually to establish the levels of awareness among respondents about (i) the existence of the Research Integrity Policy, and (ii) their responsibilities as set out in the CSRI including any obligations placed upon them.		Sep-25	RGM	To ensure that by 2024 60% and by 2025 100% of respondents will confirm awareness of the CSRI, our research governance and ethics procedures including those relating to research misconduct. By 2025 ensure 100% of RIG members have undertaken Research integrity training.			

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ECM3	Ensure managers report and address incidents of poor research integrity.	<p>Future work will provide additional guidance and support to managers of research staff which will promote the importance of research integrity, and reinforces the obligations placed upon those involved.</p> <p>As part of performance reviews, managers will be required to discuss research integrity and communicate the existence of resources related to research integrity if not doing so already.</p> <p>As part of our annual survey, we will ask all respondents to confirm if research integrity was discussed during the DPR process.</p>	Sep-25	RGM	100% of respondents will state that research integrity was raised within their DPR by 2025.				
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	<p>The Research Integrity Policy will mandate what is expected of research active staff. In addition to current practice, all research-active staff will be explicitly informed to comply with pertinent USW policies, and all individuals in receipt of external funding will be expected to comply with what is expected via their funding contracts.</p> <p>To enable this Associate Deans for Research and Innovation, and Heads of Subject will embed pertinent guidance and policies related to research integrity into existing research governance related resources that are provided to staff by their Faculty.</p>	Sep-24	RGM	<p>100% of Associate Deans for Research and Innovation, and Heads of Subject will confirm they have incorporated the research ethics, research misconduct and research integrity policies into the compliance expectations of their research active staff and ensure compliance is monitored.</p> <p>During DPRs, research active staff will be required to confirm that they have read and understood the Research Integrity Policy.</p>				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in	The University's existing Research Misconduct Policy, written to reflect a specification proposed by UKRIO, directly addresses this objective and provides a clear process for research active staff to follow when reporting suspected							

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	relation to research misconduct.	instances of Research Misconduct. The University also operates a whistleblowing policy. The Research Misconduct Policy will feature heavily in our Research Integrity Policy when it is launched and is currently routinely mentioned in communications relating to research ethics and integrity. Our Research Ethics Policy and associated training undertaken by research active staff and PGRs explores research ethics, research integrity and research misconduct.							
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.									
The University Executive Strategy Implementation Group invited colleagues from across the institution to volunteer to participate in the strategic dialogue. The group identified four workstreams to address the goals and enablers of the USW 2030 Strategy and help to bring the commitments of the strategy to life. Researchers are members of all four Strategic Implementation Groups and actively contribute to delivering the strategy as well as supporting the formal university committee structures adopted by Academic Board and its sub-committees.									
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.	Form Strategy Implementation Groups with volunteers which will increase the opportunity to contribute to policy and decision making across the University.		Jul-23	CPIO	Over 50% of CEDARS 2023 respondents will have contributed to institutional policy and decision making.			
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and	Managers are encouraged to engage with policy development through our SIG structure, which has three work strands related to research including Research Excellence and Innovation Impact 2030, Identity and Engagement and Innovation and Enterprise. Within each work		Jul-23	PVCRI	By bringing managers together with researchers via the SIG structure, conversations and actions about improving the research environment and culture will be embedded in our formal policy making groups.			

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	culture within their institution.	strand there are groups taking forward themed work, including capacity to undertake research and innovation, developing our new research strategy, and investing in research. Each SIG is sponsored by a member of our Executive team.			Over 50% of CEDARS 2023 respondents will have contributed to institutional policy and decision making.				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See ECM5							
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See EI7							
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	See EI7							
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.									
The recruitment policy is to have a research active member of staff on all interview panels. Within the first month of employment all researchers will undertake comprehensive HR, Faculty/ Departmental and research induction.									
The two-hour USW Teaching, Learning Support and Research Induction provides an opportunity for new starters to meet professional services staff, including teaching and learning, and research, and gain an understanding of the wealth of support available to them in their professional roles and career journeys.									
HR provide Research and Innovation Services (RISe) with a monthly report of all new starters. New colleagues are sent a welcome email from RISe offering a one-to-one research induction with member of the team together with links to the Epigeum training suite, Research and Innovation Development Programme, and where relevant, an invitation to the Early Career Researcher Network.									

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E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	The Recruitment group will continue to review and improve recruitment processes and practices; key to this will be ongoing engagement from the Associate Deans Research and Innovation and the Research Environment team.	YES [1.2]	Jul-25	CPIO ADRI	Over 50% of CEDARS respondents will agree that their recruitment, selection and appointment process was transparent and inclusive.			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Working with the relevant departments we will develop an online toolkit based on research and development and distribute to all new starters via the online induction programme.	YES [3.1.2, 3.3.1 and 3.3.2]	Jul-23	CPIO ADRI	100% of new starters will have attended the online induction programme and/or engaged with the online toolkit.			
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.									
The USW 'Staff Thanks, Award and Recognition Scheme' (STARS) showcases the people who go above and beyond to improve everyone's experience at the University. Consisting of four strands, STARS brings together a number of awards to provide 'thanks' and internal recognition for USW staff. Every strand is open to nominations from all staff at USW.									
The USW Equality and Diversity Award will recognise an individual or team's outstanding contribution to USW's Equality, Diversity and Inclusivity (EDI) agenda.									
The USW Well-being Support Award will recognise individual's or team's outstanding contribution to enabling well-being at work.									
The annual USW Impact and Innovation Awards, now in its fourth year, celebrate the impact of our research – both academic and PGR - and knowledge exchange on the community and wider society in Wales, nationally or internationally. Every shortlisted applicant has a professional video made about their research. Feedback has indicated that this recognition has been valuable in several ways including career progression, deepening their relationships with external partners, and wider promotion and understanding of their research.									
We have an annual appraisal scheme (also known as DPR) where personal development is discussed and agreed and monitored at six-monthly intervals. The Associate Deans for Research and Innovation are responsible for guiding and supporting researchers through appraisal, working alongside the RIG leads to develop communities of researchers, an element of which will be formal and informal staff development.									
We have differentiated career pathways (Research and Development; Teaching and Learning; Innovation and Engagement; and Professional Practice) illustrating routes for progression and growth across USW; we also develop targeted development programmes, and resources to support high performance across learning and teaching, research, and engagement and enterprise. The Higher Academic Award Committee will acknowledge periods of absence for reasons such as maternity, paternity, adoption leave or due to ill health, or where staff have had limited opportunities to develop or maintain their academic work. It is also recognised that part-time staff may be limited in terms of the scale of academic activities they can undertake. Where applicants have moved from full time to part time working or vice versa, the consideration of part time working will be considered proportionately. Further guidance is offered as an indication of what may be expected as evidence, and support is available from RISE in developing applications.									
E13	Provide clear and transparent merit-based recognition, reward and	We will develop a framework to support a reduction of outputs from part time staff and staff who have been absent due to ill		Jul-25	EDEE	The new framework is shared with all applicants at workshops and/or one to one session focussing on			

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	promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	health /maternity /adoption /shared parental leave /caring responsibilities when applying for Associate Professor/ Professor that is communicated effectively to those who might benefit from its use. We shall raise the profile of the process and benefits of becoming an Associate Professor/ Professor by implementing a targeted communications campaign, which will involve profiling female Associate Professors/ Professors, including Black, Asian and Minority Ethnic Professors and STEM Associate Professors/ Professors, including running specific workshops for women in STEM at Lecturer and Senior Lecturer levels.			career progression. An increase in applications from female academics for Associate Professor/ Professor to 40%. An increase in proportion of female professors – to 50% AHSSBL and 18% STEM. There will be an increase in the proportion of Black, Asian and Minority Ethnic professors to 6%.				
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See E11							
Responsibilities and reporting									
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.									
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and								

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	conditions of grant funding.								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.								
ER2	Researchers understand their reporting obligations and responsibilities.								
People management									
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.									
The University of South Wales vision is to equip our students with the skills for success and we make the same commitment as an employer; we will provide support and opportunity to transform our talented people into accomplished practitioners who will have positive impact the lives of our students and our world.									
We have policies and procedures that ensure that all staff are treated fairly in terms of maternity, paternity, adoption and carers leave.									
Illustrating the routes for progression and growth across USW, we have differentiated career pathways, (Research and Development, Teaching and Learning, Innovation and Engagement and Professional Practice) alongside targeted development programmes and resources to support high performance across learning and teaching, research, and engagement and enterprise. There is support from RISE in developing applications for Associate Professor and Professor.									
The Associate Deans for Research and Innovation (ADRI) have a role in guiding and supporting researchers through appraisal. The RIG Leads work with the ADRI to bring together and develop communities of researchers, an element of which will be formal and informal staff development.									
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	We will develop and implement leadership and management development frameworks, setting out core competencies that align with USW Strategy 2030. We will build on the principles of the success of our Heads of School programme, expanding it to include Heads of Subject (who often line manage researchers). The programme upsills	Sep-23	PVCRI EDEE ADRI	Launch the development programme inviting every Head of Subject to attend and complete feedback. Annual report on the engagement and feedback of the programme is produced and presented to all Research and Innovation Committees.				

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					100% of managers in post for more than a year have completed the training.				
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.		Jul-24	ADRI	Publication of the USW People Plan 2023. Workload allocation and promotion criteria reviewed, and recommendations implemented.				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See EI4							
EM4	Managers actively engage in regular constructive performance management with their researchers.	See EI4							
ER3	Researchers positively engage with performance management discussions and	See PCDM1.							

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	reviews with their managers.								
Job security									
The aim of this obligation is to improve the job security of researchers.									
We are committed to improving the job security of our researchers especially those on fixed term contracts (FTC), which are used in line with relevant legislation and only for specific project funded roles or for cover such as sickness or maternity; all proposed FTC are reviewed through the job requisition process. All staff on an FTC for over two years will be given the same rights as staff on a permanent contract including redundancy. If there are numerous extensions to an FTC that take the timescales to over four years, then these would be made into permanent roles. In December 2022, HR data shows that USW has 47 researchers on fixed term contracts, 11 of which are Research Fellows, when compared to other universities, USW has limited FTC use. We review any FTC prior to it ending to ensure the correct procedure including consultation / extensions is conducted. The University treats all staff the same, e.g., any staff member who has more than one year length of service have equal access to redeployment whatever their contract terms.									
Post REF 2021 the University has reviewed its methodology for more effective Quality-related Research funding (QR) use. This includes support for research assistant fellowships, fellowships for current early career and mid-career researchers for time release and dedicated funds for the bridging of contracts of fixed-term staff on funded research grants. We will continue to monitor the recruitment process to ensure numbers of researchers on fixed term contracts remains low and to receive contract end dates and proactively engage with HR and the individuals concerned.									
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.	<p>Scope the viability of creating a 'researcher agency' that expedites the appointment process for research posts that on fixed term contracts.</p> <p>We are a signatory to the Concordat to support the career development of Researchers and this forms one of Strategic Implementation Groups. This group reports to the University Executive and highlights the commitments under the Concordat.</p> <p>Faculties review their staff whose contracts are coming to an end on a monthly basis (contract expiry dates are identified at 12- 6- and 3-months before ending of contract), to therefore put in place interventions that seek to retain staff. These interventions include use of QR money to bridge contracts/redeployment into permanent roles, etc.</p>	Jul-25	CPIO PVCRI	<p>Submission of a business case for the Researcher Agency.</p> <p>We will take every opportunity to enable research staff to undertake teaching and learning activities that will assist them in developing their careers that will help them secure permanent roles as and when these become available, recognising that at USW many academic staff are on teaching and scholarship contracts.</p> <p>Updated guidance for staff facing redeployment is published in 2024, and line managers are made fully aware of their obligations to support the career development of their staff.</p> <p>As a result of intervention measures, we continue to</p>		May 2023: The Faculty Senior Leadership Teams and those who are managers of researchers have been made aware of the Concordat obligations.		

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	<p>Guidance for staff facing redeployment is reviewed, updated and made available on our intranet site.</p> <p>We will report annually on the use of the redeployment scheme by researchers.</p> <p>As part of the people plan ongoing commitment to strategy 2030 within the reward workstream we will:</p> <ul style="list-style-type: none"> • provide guidance on how open-ended contracts (4 years plus) may be issued to research staff • review our use of open-ended contracts and confirmed a decision about their future use, leading to greater clarity and, if appropriate, revise procedures and processes. <p>The aim of these would be to continue to reduce the use of FTC especially linked with research staff. It would also allow us to eventually have smarter targets.</p> <p>The Research 2030 SIG with responsibility for career pathways will conduct a review of the ECR and Mid-career Researcher (MCR) pipeline to see if improvements need to be made to the researcher pathway.</p> <p>In 2023 the baseline data of those on fixed term contracts is obtained and reviewed annually to identify trends in post-doctoral recruitment and retention.</p>				<p>employ a low proportion (less than 50) of staff on fixed term contracts.</p> <p>The ECR and MCR career pathways are reviewed, defined, and approved by Research and Innovation Committee October 2023, and staff will be able to identify which career stage they are at and work towards establishing a career pathway that meets their personal needs.</p>				

Professional and Career Development

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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.

The USW People Plan 2030 has a focus on leadership and development, developing a high-performance culture, attracting, developing, and retaining talented colleagues and embedding inclusivity and USW's values into our everyday behaviours. Our commitment to supporting talented people from all backgrounds has been recognised by Athena SWAN, Stonewall, and Disability Confident our staff are at the heart of what we do.

We are committed to growing and sustaining a thriving research culture where our researchers are supported to achieve their fullest potential. Informed by Vitae's Researcher Development Framework, our Research and Innovation Development Programme offers a range of courses, workshops, events, toolkits and online resources to support personal and professional career development, whilst providing an opportunity to meet others and become part of our vibrant research community. The training is free for researchers, postgraduate researchers and professional services colleagues who work in a research environment. There is additional dedicated training for postgraduate researchers and their academic supervisors.

The Research & Innovation Strategy will provide an outstanding working environment for our academics to grow and be successful and we will continue to invest in the people that carry out our research and support career development at every level, from doctoral study through early- and mid-career research level through to Associate Professor/Professor. We believe in equality, recognising that academic staff have diverse challenges throughout their career that can impact their trajectory. We will enhance our development programmes (e.g., Women in Academia) that recognise and overcome barriers to career advancement in all staff.

The Concordat to Support the Career Development of Researchers reports annually (each October) to the Culture People Values Committee (CPVC) with oversight by CPVC in terms of meeting career development requirements.

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.	See PCDM1.							
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Work with the HR Systems Manager to develop an annual researcher engagement report that shows the number of staff attending each course that has been offered as part of the Research and Innovation Development Programme as well as other professional development activities.		Jul-24	CPIO DRIS RDM	Following the distribution of the annual researcher engagement report over 75% of future survey respondents will report that their manager/ supervisor encourages them to engage in personal and career development			

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					activities. (2021 baseline = 57.2%)				
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.								
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.	See PCDM1	Jul-23	CPIO PVCRI	Following constructive discussions at DPR, 50% of our researchers report that they have a clear career development plan. (2021 baseline = 28.6%)				
Career development reviews									
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
We have an annual appraisal scheme (DPR) where personal development is discussed, agreed, and monitored every six months. The DPR is an ongoing conversation with the line manager about progress and priorities, which takes place in addition to regular catchups, the format of which allows staff to see exactly how they contribute to the success of the University as it links to the University Strategy.									
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	See EI4							

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PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Request reports from Faculties on completion of DPR annually and use surveys for qualitative feedback on usefulness of DPRs for researchers. Regular reporting and monitoring on the Research and Innovation Development Programme will record uptake and allow us to take positive action to increase if required.	Jul-23	ADRI	Baseline data captured (2021 = 21.1%) with regular monitoring and reporting will result in an increased DPR completion rate of +5% each year after. 57% (+5% on 2021 result) of respondents report that they are aware of the support provided for their career and professional development.				
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Managers will conduct a Development and Performance Review (DPR) annually with a mid-point review. Managers will utilise the guidance issued in relation to research to ensure DPRs are fit for purpose and adding value to researchers.	Jul-25	CPIO PVCRI	In 2023 staff satisfaction with their DPR will show an increase of +5% (2021 baseline = 39%) that will continue year on year.				
PCDR4	Researchers positively engage in career development reviews with their managers.	See PCDM1							
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.									
We are operational leads for Research Capacity Building Collaboration Wales (RCBCWales) and have a long-standing commitment of working with our partners to develop clinical academic careers. We provide bespoke research capacity building opportunities and support for evolving professional groups to develop their research skills, leadership skills and networking within Wales, Europe and beyond. We have had the pleasure of appointing over 100 RCBCWales Fellows to a variety of different research schemes.									
We are leading on the Wales Women in STEM Network. The Network aims to expose and address the barriers that women face working in STEM. It brings together those who implement change within the sector, and those who work to create a positive environment where women and girls can thrive. The Network provides support, events, and networking opportunities to facilitate female participation in STEM at all career stages, from school learners to industry professionals and research leaders.									
We are members of the Welsh Crucible, an award-winning programme of professional and leadership development for the future research leaders of Wales. Funded by a consortium of Welsh universities, in partnership with the Higher Education Funding Council for Wales, 30 researchers from across Wales are selected to participate in a series of residential workshops or 'skills labs' where they explore how they can benefit from working with researchers in other disciplines, how their research can have greater impact, and how they can build international research careers in Wales.									

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We are working with the Wales Concordat Network to pilot a series of talks on careers outside academia that showcase the work of researchers who undertook their PhD at a Welsh institution and are now working in another sector. This series gives researchers the opportunity to hear about different career pathways and showcases the ways in which Welsh HEIs contribute to the development of a highly skilled and talented workforce for Wales, the UK and beyond.

We are a partner in the Knowledge Economy Skills Scholarships (KESS), which is a major pan-Wales operation supported by European Social Funds (ESF) through the Welsh Government involving all universities in Wales. KESS links companies and organisations with academic expertise in the Higher Education sector in Wales to undertake collaborative research projects.

The University is a partner in the Universities Alliance Doctoral Training programmes including the EU funded DTA3 COFUND PhD Fellowship scheme and is seeking funding for future programmes.

PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	<p>Arrange a USW Welsh Crucible showcase that will highlight the research of our 2022 Welsh Crucible academics and include a panel discussion with other USW Welsh Crucible alumni. It will provide an opportunity for researchers to get advice and information on applying to Welsh Crucible, both from current and former academics, and members of Research and Innovation Services (RISe).</p> <p>Working with the Associate Deans Research and Innovation and the Research and Innovation Group leads, develop guidance so that all researcher managers can confidently discuss career development at the annual appraisal (and monitor every six months).</p> <p>Work to improve our promotion and reporting techniques for the Research and Innovation Development Programme, particularly the online Epigeum training for 'Career Planning in the Arts Humanities and Social Sciences' and the 'Career Planning in the Sciences' modules.</p> <p>Promote and encourage our ECRs to register and attend the 'Made in Wales – Researcher Career Stories' events. Developed by the Wales</p>	Jul-25	ADRI RDM	<p>Researchers have access to professional careers advice and researcher development programmes.</p> <p>At least 2 USW applicants will be accepted onto the Welsh Crucible each year.</p> <p>100% of researchers are aligned to a RIG and have the support and mentorship of a RIG lead.</p> <p>>90% of researchers have participated in Epigeum career management training.</p> <p>100% of researchers are invited to participate in the Researcher Mentorship Scheme. (Please see PCDM2 for target measures.)</p> <p>> 67% of CEDAR respondents are aware of the support provided for their career and professional development. (2021 baseline = 55%)</p>			
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		<p>Concordat Network this pan-Wales online career events are open to all Early Career Researchers and give an insight into research careers outside academia.</p> <p>Invite colleagues from the USW Careers Advice Service to the Researchers' Coffee Morning drop-in sessions.</p> <p>Recognising the 100% research focussed contracts we will adopt the principles of the Concordat and deploy the 10 days development time pro rata monitored by the appraisal system.</p>							
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.	Provide training sessions for all research staff to encourage researchers to use the university research repository to record their portfolio of evidence. This information will be used to populate researcher profiles on the USW RIG websites.	Jul-23	DRIS REM	80% of respondents will report that they maintain a formal record of their continuing professional development activities. (2021 baseline = 71%).				

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.

The Associate Dean for Research and Innovation is a member of the Faculty Senior Leadership Team. They are responsible for the strategic and operational leadership of all research and innovation activity, including the line management of Research and Innovation Groups (RIG) leads, providing direction and guidance to Deputy Deans and heads of subject relating to growth and development of research and innovation in their areas. A review of USW Research Centres (RCs) was conducted to ensure that organisations were aligned to USW Strategy 2030 and the four Accelerators. The key principles for the formation and maintenance of research centres were agreed resulting in the creation of the 15, each RIG Lead will be responsible for nurturing and developing the membership.

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PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.		Jul-24	PVCRI	85% of researchers surveyed agree that their personal and professional development needs are addressed at appraisal.				
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.								
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.		Jul-24	CPIO ADRI	The training needs analysis has been conducted and a plan developed and implemented. Fit for purpose support for managers of researchers.				
PCDR5	Seek out, and engage with, opportunities to develop their research identity								

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	and broader leadership skills.								
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.									
We are operational leads for Research Capacity Building Collaboration Wales (RCBCWales) and have a long-standing commitment of working with our partners to develop clinical academic careers. We provide bespoke research capacity building opportunities and support for evolving professional groups to develop their research skills, leadership skills and networking within Wales, Europe and beyond. We have had the pleasure of appointing over 100 RCBCWales Fellows to a variety of different research schemes.									
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The University is a partner in the Universities Alliance Doctoral Training programmes including the EU funded DTA3 COFUND PhD Fellowship scheme and is seeking funding for future programmes.									
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.	Raise awareness of and monitor the Partnership and Engagement Programme (PEP) and the opportunities it provides for researchers to work with industry. Raise awareness of the Wales Research Concordat Network 'Researcher Career Stories' talks, which give an insight into research careers outside academia.	YES [2.5.1]	Jul-23	EDEE	At least 5 case studies a year that demonstrate value to other researchers are developed. Increased uptake of PEP by 5 new partnerships per annum. Over 50% of ECRs/PGRs have attended a 'Made in Wales - Researcher Career Stories' event.			

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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.	Using a range of information provided including by survey and consultation with the ECR network, consider what support could be provided and use best practice case studies to inform approaches such as mentoring; coaching; career development sessions. Following investigation phase, implement agreed approach and ensure feedback mechanisms are in place to understand the impact on researchers who engage with the intervention. Launch the Research Mentoring Scheme in 2023. Promote the Wales Women in STEM network, which provides support, events and networking opportunities to facilitate female participation in STEM at all career stages, from school learners to industry professionals and research leaders.	YES [3.2.1]	Jan-24	DRIS	Feedback framework agreed and reviewed annually to ensure that it is acted upon. 20 Research Mentorship Scheme pairs have been established in the first year, increasing by 5% year on year.			
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.	Raise awareness of and monitor the Partnership and Engagement Programme (PEP) and the opportunities it provides for researchers to work with industry		Jul-23	EDEE	At least 5 case studies a year that demonstrate value to other researchers are developed. Increased uptake of PEP by 5 new partnerships per annum.			

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Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
PCDR6	<p>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.</p>		Jul-25	EDEE	75% of attendees have reported a positive impact directly after intervention.				
	<p>Work closely with researchers across all faculties to help them consider the impact research can have on society and the economy and use knowledge exchange pathways to work with stakeholders to create positive change.</p> <p>Provide training for researchers across all disciplines with an aim to enable researchers to share their knowledge with stakeholders so that their ideas can change lives and our world for a better tomorrow.</p> <p>Training for impact activities is embedded throughout our 'Research and Innovation Development Programme'. The Programme is informed by Vitae's Researcher Development Framework. The RIDP covers knowledge exchange activities and support on how to work in partnership with others, engaging with policy makers and commercialisation support from early-stage IP protection to licencing and spinouts.</p> <p>Use feedback framework to understand whether interventions have made a positive impact on researchers who have engaged with the programme. Re-evaluate after 6 months to capture positive impacts that have taken longer to achieve.</p>								

* 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	
1	https://pure.southwales.ac.uk/
2	https://kess2.ac.uk/
3	Wales Women in STEM - Home (waleswomenstem.org)
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Abbreviations and glossary			
ADRI	Associate Deans for Research and Innovation	LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus.
ARMA	Association of Research Managers and Administrators	OA	Open Access
CEDARS	Culture, Employment & Development in Academic Research Survey	PEP	Partnership and Engagement Programme
CELT	Centre of Excellence in Learning and Teaching	PGR	Postgraduate Researcher
CPD	Continuing Professional Development	PIRLS	Principal Investigators and Research Leaders Survey
CPIO	Chief People and Inclusion Officer	PRES	Postgraduate Research Experience Survey
CROS	Careers in Research Online Survey	PURE	The USW Research Information System and Repository
DMO	Digital Marketing Officer	PVCRI	Pro-Vice Chancellor Research and Innovation
DPR	Development and Performance Review	QAA	Quality Assurance Agency
DRIS	Director of Research and Innovation Services	QR	Quality Research
DTA	Doctoral Training Alliances	RCUK	Research Councils UK
DVC	Deputy Vice Chancellor	RDF	Researcher Development Framework
ECR	Early Career Researcher	RDM	Researcher Development Manager
EDEE	Executive Director Engagement and Enterprise	REC	Race Equality Charter
EDI	Equality, Diversity and Inclusion	REF	Research Excellence Framework
EDIM	Equality, Diversity and Inclusion Manager	REM	Research Excellence Manager
FBCI	Faculty of Business and Creative Industries	RGM	Research Governance Manager
FCES	Faculty of Computing, Engineering and Science	RIG	Research and Innovation Group
FLSE	Faculty of Life Sciences and Education	RISe	Research and Innovation Services
HAA	Higher Academic Awards	SIG	Strategy Implementation Group
HoS	Heads of Subject	SL	Senior Lecturer
HREIR	HR Excellence in Research/Award	STEM	Science, Technology, Engineering and Maths
I2S	Impact Investment Scheme	UKCGE	UK Council for Graduate Education
KESS	Knowledge Economy Skills Scholarships	USW	University of South Wales
L&T	Learning and Teaching	WiA	Women in Academia

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