

## University of South Wales Concordat Implementation: HR Excellence in Research Award Two Year Action Plan 2018 - 2020

The University of South Wales is a research-engaged higher education institution. Our research successes have been due to the hard work and talent of our academic staff, postgraduate research students and dedicated support staff. We understand the importance of scholarship and applied research which impacts on our students, local, regional, national and international business, charities, communities and governments. We see research and innovation as an integral part of our mission to help our region of South Wales play an increasingly important role in the global economy. Our commitment to the creation of knowledge and its transfer will help us recruit, develop and retain the best staff in order to generate that seamless scholarly community which encompasses all of our students and all of our staff: we are all learners together.

Following our four year review, the new action plan seeks to build upon the progress made over the last four years and as such, reflects an alignment of new and ongoing items from the 2013 - 2017 Action Plan. In some cases actions have been reworded to reflect the changing requirements of the institution and progress required moving forward.

Staff on teaching and research contracts at USW are predominantly at Lecturer and Senior Lecturer level, for the period 2014-2017 it was found that the majority of academic staff are at Senior Lecturer (SL) level, with a small number of staff who are either Academic Manager, Reader or Professor. In terms of numbers, the majority of academic staff are on permanent contracts, with the second largest contract type being that of perm/fixed. Overall numbers of staff on research-only contracts are low.

This action plan will be overseen by the University Research Committee, which will formally review progress at their meetings (held three times per year). Day to day implementation and progress monitoring will remain the responsibility of those assigned to specific actions, with support and advice from the HR Excellence in Research Steering Group.

1.	Recruitment and Selection	Responsibility and timelines		Progress November 2018	Progress November 2019	Deadline
1.1	<b>Research toolkit</b>					
1.1.1	<b>Continued Action:</b> From the 1 <sup>st</sup> January 2017 to the 30 <sup>th</sup> September 2017 a total of 2023 unique research website page views were recorded. We believe that the newly created website has caused a drop in the number of visits and as such we intend to review the current research website structure and content to establish whether it is fit for purpose.	<b>Lead:</b> Research Excellence Manager	<b>Success measure:</b> Through a measured incremental increase commencing in the academic year 2018/19 the revised research website will have on average 200 visits per month for the academic year 2018/19, and as we increase awareness over time we expect this number to steadily increase to receive	<b>ONGOING</b> It was agreed that going forwards a member of the Communications team will become a member of the group to support this action.  The whole of the USW website is to undergo a review, which will have a positive impact on this action.	<b>COMPLETE/ONGOING</b> The Digital Marketing Officer (Research and Engagement) was appointed in June 2019 initially on a fixed term contract for one year. Part of their remit is to redesign the research website and monitor its traffic. Since the launch of the new website in mid-July to the end of October traffic has increased to 13,737 page	<b>11/2019</b>

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	<p>In addition to this the website toolkit use will be monitored and the number of unique and 'returning' users recorded.</p> <p>Following the review, work will be undertaken to improve the website provision to help ensure that the number of unique and returning users increases incrementally each month, with an aim to consistently reach 500 visits per month.</p> <p>Inform and encourage researchers to utilise the extensive resource available on the website.</p>		<p>500+ visits per month from 2019/20 onwards.</p> <p>Where possible we will also examine the number of users that return to the website to help monitor researcher engagement.</p>		<p>views, with 9,708 unique page views compared to the previous website, which on average received 236 visits a month which is a remarkable increase on previous stats.</p> <p>The DMO is a member of the HR Excellence in Research Steering Group. In response to the steering group directive, the Director of RBE will explore funding options in order to appoint the DMO permanently.</p> <p><b>Carry over to new plan.</b></p>	
<b>1.2 HR policy for interview panels</b>						
	<p><b>New Action:</b> <i>People Plan Objective 1.1</i> Staff recruitment and selection processes will support the attraction and recruitment of excellent staff, able to develop and support our approach to learning and teaching and contribute to our focused research areas.</p> <p>All relevant HR policies and procedures to be reviewed and if necessary amended to ensure that where appropriate a research</p>	<p><b>Lead:</b> Director of HR</p>	<p><b>Success measure:</b> Where appropriate, all panels for academic appointments will feature an active researcher to ensure the interview contains sufficient testing of research capability and/or potential.</p> <p>The role of research as a key academic requirement will be promoted at the same level as learning and teaching.</p>	<p><b>ONGOING</b> HR to conduct a full review on the current recruitment processes into 2019.</p>	<p><b>ONGOING</b> The review of recruitment process at USW is underway; 2 members of the HREiRA Steering Group will be co-opted on to the panel, to ensure that the 'researcher voice' is heard; implementation of the new process is expected to be July 2020.</p>	<p><b>07/2020</b></p>

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	<p>active member of staff is included on interview panels for all new academic appointments.</p> <p>Interview panels have historically placed more emphasis on Learning and Teaching (L&amp;T) but given that within the National Framework Agreement our academics are categorised as Teaching &amp; Research, it has been agreed that there should be some reference to research and/or to scholarly activity as appropriate.</p> <p>Recruitment guidance will be reviewed to strengthen the profile of L&amp;T and research in all parts of the selection process. This will include stronger references in recruitment literature and dedicated selection methods.</p>		<p>Sample monitoring to take place to ensure intentions are carried out.</p> <p>To have produced revised recruitment guidance that strengthens the rules for the interview process of academic appointments, which will include the advice that at the very least research and scholarly specific questions are included at each academic staff interview panel.</p>			
<b>2.</b>	<b>Recognition and Value</b>	<b>Responsibility and Timeline</b>		<b>Progress November 2018</b>	<b>Progress November 2019</b>	<b>Deadline</b>
<b>2.1</b>	<b>Career Pathways</b>					
2.1.1	<p><b>New Action:</b> The current Development &amp; Performance Review (DPR) pro forma does not have a specific section in which to record research objectives. HR to consider whether to adapt the form or strengthen guidance so that there are clear indicators for</p>	<p><b>Lead:</b> Director of HR</p>	<p><b>Success measure:</b> Research becomes an integral part of the annual academic planning cycle, with measurable targets set against identifiable metrics such as outputs, income and citations.</p>	<p><b>ONGOING</b> DPR guidance will contain specific reference to research issues and include examples of good research objectives.</p>	<p><b>COMLPETE</b> Following consultation with research staff, comprehensive guidance has been developed for appraisers and appraisees to support conversations about career development in particular in respect of research and innovation.</p>	<p><b>03/2019</b></p>

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	those who are undertaking research.					
2.1.2	<p><b>Continued Action:</b> Higher Academic Awards workshops and one to one sessions will be made available throughout the year to ensure that academic staff understand the opportunities available to them. At appraisal support is given to help academics to reach the next stage of their career.</p>	<p><b>Lead:</b> Director of RBE</p>	<p><b>Success measure:</b> 100% of applicants to attend a workshop or one to one session prior to application being submitted. In order to monitor this action we will record the attendees of workshops and compare with the applications.</p>	<p><b>ONGOING</b> Currently providing workshops on each campus and one-to-one meetings. During the last cycle (Summer 2018) 90% of applicants had received some form of training/ guidance prior to and during the application process.</p>	<p><b>COMPLETE</b> Traditionally, the HAA workshops run throughout October each year and are open to all academic members of staff. Typically, the sessions have appealed to academic staff who had been identified or are interested in academic progression.  More recently the sessions have intended to appeal to the academic community more broadly. The sessions describe the process and criteria for staff who hope to progress academically, and to inform staff about the types of activities and achievements that can be used to meet the criteria for academic progression. Conversely, the sessions hope to identify the necessary work needed in order to be eligible for future academic progression.</p>	12/2019
<b>2.2</b>	<b>Research Review</b>					
2.2.1	<p><b>New Action:</b> A new University wide appraisal system has been developed; with the Research Review receiving</p>	<p><b>Lead:</b> Director of RBE</p>	<p><b>Success measure:</b> Every Research Institute member to be given the opportunity to discuss their</p>	<p><b>ONGOING</b> In 2018 Research Institutes were disbanded, therefore as well as the routine update to</p>	<p><b>COMPLETE</b> The PVC-R advised that in the Faculty Of Life Sciences and Education the Head of Research</p>	09/2019

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	<p>positive feedback from Research Institute members and the good compliance rates with engagement in an annual review with their Research Institute Director, this process will continue to run alongside the new appraisal system.</p> <p>The Faculty of Life Sciences and Education have conducted a pilot scheme, which brings together the formal appraisal and research review with an aim to bring research activity to the forefront of the appraisal scheme, we intend to learn from and possibly adopt this as best practice for the remaining faculties.</p>		<p>research with the appropriate Research Institute Director prior to formal appraisal with their line manager. We will discover the percentage of members offered this opportunity through the Research Institute member survey, and if necessary we will work with the Research Institute Directors to increase the % each year.</p>	<p>Research Committee, this action has been added to the November Research Committee meeting in order to seek clarification on the process going forwards.</p> <p>With the disbanding of the Research Institutes the HRIERA steering group raised concerns that as some line managers are not research active, whether the research reviews would be replaced.</p>	<p>attends or informs all academic staff appraisals alongside the Line Manager to ensure that research agendas are covered. This has been actioned and implemented across USW.</p>	
<b>2.3 Research Student Representatives</b>						
2.3.1	<p><b>Continued Action:</b> Research Student Representatives will continue to have a position at all research related committees at both faculty and University level, RBE will monitor the attendance of and contributions made to the research student community by these representatives; feedback will also be measured using PRES.</p> <p>The career progression of current PGR students into academic roles</p>	<p><b>Lead:</b> Postgraduate Research Manager</p>	<p><b>Success measure:</b> Postgraduate Research students become an integral part of our research teams.</p> <p>To continue to engage with PRES and receive high levels of student satisfaction in PRES 2017 over 70% of students thought that the University values and responds to feedback. By 2019 we aim to increase this percentage by another 10%.</p>	<p><b>ONGOING</b> Launch of the Graduate School December 2018.</p> <p>PRES clashes with the Annual Monitoring survey, which has resulted in survey fatigue, we will investigate the possibility of including PRES questions within the Annual Monitoring survey.</p>	<p><b>COMPLETE</b> The Graduate School was launched December 2018.</p> <p><b>ONGOING</b> A review of PGR student experience will take place in academic year 2019/20 using PRES.</p> <p><b>Carry over to new plan.</b></p>	03/2020

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	at USW, will be recorded and monitored to help identify trends.					
<b>2.4 Researcher Forums</b>						
2.4.1	<b>New Action:</b> In response to feedback from Early Career Researchers, RBE will help establish and trial the creation of an Early Career Researcher Forum, which will run alongside the informal researcher meetings that are already taking place across the University.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> Using the Research Excellence Framework definition of Early Career Researcher, we aim to establish the ECR forum during academic year 2018/19. As a new action the attendance at forums will be monitored with an aim to achieve a noticeable increase year on year.	<b>ONGOING</b> Due to the reorganisation of research that is taking place, this action has not yet been actioned.	<b>ONGOING</b> Pilot of ECR forum in development with Faculty of Life Sciences and Education.  Pilot of regional ECR forum under discussion (with Cardiff Met and Cardiff Universities).  <b>Carry over to new plan.</b>	<b>06/2019</b>
<b>2.5 Impact</b>						
2.5.1	<b>Continued Action:</b> Nurture and sustain research with impact that crosses disciplinary boundaries and addresses societal challenges.  Stimulate multidisciplinary research by funding and supporting pan-university networks focussed on global societal challenges.  Establish an Impact Leadership development programme that aims to highlight the importance of and how to develop impact from research.	<b>Lead:</b> Knowledge Exchange & Impact Manager	<b>Success measure:</b> 60% of our impact case studies scoring 3/4* in REF 2021  New I2S scheme launched each year with researcher participation increasing 10-15% each year.  Devise and launch the Impact Leadership development programme.	<b>COMPLETED</b> During our mock REF, over 60% of impact case studies are predicted 3/4* with continued development.  I2S Scheme superseded by new impact investment plan.  363 attendees attended the newly established impact support programme that consisted of 22 workshops for academic staff, across all faculties; the feedback for which has been 100% positive.		<b>12/2018</b>

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	Building upon successful impact activities such as the Impact Investment Scheme (I2S) and Impact Awards to foster and reward research impact and leadership is in development and will be implemented in 2018/19.					
<b>2.6</b>	<b>Senior Management</b>					
2.6.1	<p><b>New Action:</b> To support this plan there should be a senior appointment at University level to co-ordinate all research matters.</p> <p>To ensure the management of academic research at the University is robust we will look at the lines of communication up to senior management teams at Faculty Executive and University level.</p> <p>Review the Terms of Reference for Faculty Research Committees to ensure that they are consistent across the institution.</p> <p>Better endorse all research committees so that staff and students are made aware of the role that these governing committees perform.</p>	<p><b>Lead:</b> DVC Academic</p>	<p><b>Success measure:</b> Recruitment of a PVC Research, who will improve the lines of communication between the research community and Executive.</p> <p>Consistent Terms of Reference for Faculty Research Committees.</p> <p>Staff and students are aware of the role that the research committees perform.</p> <p>We will measure the level of awareness through the following surveys; CROS, PIRLS and PRES, and expect an increase in the number of participants who understand the role that these committees perform.</p>	<p><b>COMPLETED</b> PVC Research appointed September 2018.</p> <p>A review of the Terms of Reference for Faculty Research Committees was requested at the November Research Committee and approved by Academic Board.</p>		12/2018
2.6.2	<b>New Action:</b>	<b>Lead:</b>	<b>Success measure:</b>	<b>COMPLETED</b>		08/2018

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	To create a job description for the Chair of Research Programmes Sub-Committee, which will include allocated time on the workload model.	Director of RBE	A job description that is clearly aligned with the proposed workload and requirements of the role created.			
<b>3.</b>	<b>Support and Career Development</b>	<b>Responsibility and timelines</b>		<b>Progress November 2018</b>	<b>Progress November 2019</b>	<b>Deadline</b>
<b>3.1</b>	<b>Continuing Professional Development</b>					
3.1.1	<b>Continued Action:</b> The post CPD questionnaires for academic year 2015/16 showed that 44% of participants were extremely satisfied with the training provided, which increased to 74% in 2016/17. As a result of this positive feedback RBE will continue to operate, monitor and respond to the comprehensive series of CPD events, which take place across all campuses at USW to ensure fair access to training opportunities.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> In 2016/17 there were 20 workshops for 171 distinct attendees, it is our aim to increase this number incrementally over the next 2 years to 300 distinct attendees by 2020.	<b>ONGOING</b> To continue monitoring the number of attendees.	<b>ONGOING</b> The University endorsed the use and promotion of the UKCGE Research Supervisor Recognition Scheme and Good Practice Framework in October 2019. This will be used to map our current PGR provision and training will be developed to cover any gaps identified in existing provision.  425 attendees participated in Grad School's Calendar of Events for PGRs during 2018/19. In terms of supervisor training and development, 123 academic staff attended 6 supervisor workshops; and 42 staff attended 3 workshops for degree examiners and viva chairs. In addition to this, 188 staff received funding related	<b>09/2019</b>



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					training, and 122 staff received Pure training sessions.  <b>Carry over to new plan.</b>	
3.1.2	<b>New Action:</b> Launch a mandatory course for Heads of School and Academic Managers (or equivalent) to help them to understand the benefits of research from a personal development perspective as well as being beneficial to the curriculum and being a tool for student recruitment.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> 100% of Heads of School and Academic Managers to attend the course.	<b>ONGOING</b>	<b>COMPLETED</b> This course has now been run for all faculty management posts but will carry on annually to pick up new staff and external developments in the research environment.  <b>Carry over to new plan.</b>	<b>09/2018</b>
3.1.3	<b>Continued Action:</b> In collaboration with CELT launch a mandatory course for early career researchers, research assistants and new academic staff. This course will focus on the basics including research governance, research funding and University research systems and support.  Develop a process to identify the 'new starters' in order to direct relevant opportunities to them.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> The HR Business System iTrent being utilised in conjunction with PURE to capture research-focused new starters.  At least 25 mentoring pairs to be established over the next two years.	<b>ONGOING</b>	<b>ONGOING</b> We now have a process for identifying new starters. We are working on our course with CELT, which will be launched in 2020.  <b>Carry over to new plan.</b>	<b>12/2019</b>
3.1.4	<b>Continued Action:</b> RBE will continue to run lunchtime courses and bitesize development	<b>Lead:</b> Director of RBE	<b>Success measure:</b> A continuous, high-tempo, research focussed CPD programme with monthly events	<b>COMPLETED</b>		<b>09/2018</b>

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	opportunities throughout the academic year.		for leaders, managers and academics spanning research and knowledge exchange as well as targeted support.			
3.1.5	<b>New Action:</b> Utilise the Heads of Schools forum so that it will complement the Head of School CPD and enable two-way communication on issues of research.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> Opening of communication channels resulting in shared good practice across the institution, we will monitor the attendance and aim to consistently achieve over 80% attendance rate at each meeting.	<b>ONGOING</b> Director of RBE to liaise with the PVC Learning Teaching & Student Experience.  <b>DEADLINE</b> 09/2018	<b>ONGOING</b> The Academic Subject Manager / Head of School training will replace this action. To be reviewed in one year.  <b>Carry over to new plan.</b>	<b>05/2020</b>
3.1.6	<b>New Action:</b> Look at the support offered to PGR students by schemes such as Knowledge Economy Skills Scholarships 2 (KESS2) and the Doctoral Training Alliances (DTA) to make improvements to the training and mentorship provision offered to all other PGR students at USW.	<b>Lead:</b> Postgraduate Research Manager	<b>Success measure:</b> Harmonisation of the training and mentoring provision for all PGR students. Resulting in the establishment of a Graduate School for all PGR.	<b>ONGOING</b> The USW Graduate School is to be launched on the 5 <sup>th</sup> of December 2018.  The staff training opportunities will be opened up to PGR students.  <b>DEADLINE</b> 10/2018	<b>COMPLETE</b> A review of the Calendar of Events for 2019 was undertaken and a number of new events added to ensure provision is in line with the sector.  Experience gained from participation in the DTA Training Group has fed directly into design and delivery.	<b>05/2020</b>
<b>3.2</b>	<b>Mentoring</b>					
3.2.1	<b>Continued Action:</b> The Research Mentoring Scheme is being broadened to reflect our four routes to academic progression via Readership and Professorial title.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> Introduction of online mentoring application system.	<b>ONGOING</b> Due to the reorganisation of Research during 2017/18 the launch of the mentoring scheme was postponed.	<b>ONGOING</b> Due to delays with the development of mentoring matching software, we need to carry over to new plan.	<b>06/2019</b>

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	<p>In Autumn 2017 we will launch mentoring schemes for innovation and engagement and teaching and learning so that all academics have the opportunity for support whatever their chosen career pathway.</p> <p>In conjunction with CELT, workshops for mentoring will be developed to help mentees understand what they might gain out of the mentoring arrangement and for mentors to understand the role they will be play in their mentees development.</p>		<p>Seamless collaboration with other USW mentoring schemes/opportunities.</p> <p>To successfully create at least 25 mentoring pairs.</p>	<p>We are working with an external company to develop mentoring matching software.</p>	<p>We are aware that informal mentoring occurs within the faculties, the group agreed to look into best practice with an aim to roll out across the institution.</p> <p>USW were instrumental in the development and launch of the pan-Wales Women in STEM network.</p> <p><b>Carry over to new plan.</b></p>	
3.2.2	<p><b>Continued Action:</b> Review the effectiveness of the Mentoring Scheme by surveying each mentor-mentee pair 12 months after their first meeting.</p>	<p><b>Lead:</b> Director of RBE</p>	<p><b>Success measure:</b> To enhance the Mentoring Scheme the attendance and satisfaction figures will be monitored and actions identified/undertaken if there is a decrease in either. Feedback forms will show over 70% satisfaction with the scheme.</p>	<p><b>ONGOING</b></p>	<p><b>ONGOING</b> Please see action 3.2.1</p>	<p><b>12/2019</b></p>
<b>3.3</b>	<b>Induction:</b>					
3.3.1	<p><b>New Action:</b> The Faculty of Creative Industries will pilot a new comprehensive induction process, for all academic staff; we will review the outcome of this pilot to determine</p>	<p><b>Lead:</b> Director of RBE</p>	<p><b>Success measure:</b> Adoption of the induction scheme across the institution.</p> <p>All new academic staff will have an experienced research-active</p>	<p><b>ONGOING</b> Where appropriate a researcher will be present on an interview panel.</p> <p>HR to conduct a review of the induction guidance.</p>	<p><b>ONGOING</b> This will be addressed in line with action 2.1.1</p> <p>All new academic starters with FCI are given a bespoke 'research'</p>	<p><b>07/2019</b></p>

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	whether it is appropriate to be rolled out across the institution.  Faculty Research Leads to be involved in the induction programme, to provide individualised induction and support.		mentor who is associated with a research centre or group.  All academic staff will be able to request a mentor; internal peer-support for writing research outputs.		induction process by the faculty Head of Research which includes an overview of available support. Feedback will be gathered with a view to adopt the practice across USW.  <b>Carry over to new plan.</b>	
<b>3.4 PGR Calendar of Events</b>						
3.4.1	<b>New Action:</b> As a result of feedback provided during Annual Monitoring, the Graduate Research Office (GRO) will develop and incorporate additional training events into the calendar of events.  Research Innovation Services (RISe) and GRO to work together to highlight the CPD programme and Calendar of Events.	<b>Lead:</b> Postgraduate Research Manager	<b>Success measure:</b> Using the feedback obtained from the annual monitoring process we will continue to update the calendar of events to reflect the requirements of our PGR students and to create and introduce new student lead activities.	<b>ONGOING</b> New management system PhD manager will be used to register attendance and feedback.	<b>COMPLETED</b>	<b>09/2018</b>
<b>3.5 External Engagement for PhD students</b>						
3.5.1	<b>Continued Action:</b> A pilot exercise in 2018 will offer all PhD programmes some degree of external engagement.  There will also be an opportunity for some PhD students to gain experience in public engagement through a programme of activities.	<b>Lead:</b> Postgraduate Research Manager	<b>Success measure:</b> Currently we have 84 PhD students who are with an external partner; we aim to increase this to 120 PhD students with an external partner by academic year 2020/21.	<b>ONGOING</b> The USW Graduate School will launch December 5 <sup>th</sup> 2018.  An external engagement fund to support PhD student placements will be established.	<b>COMPLETED</b> A new External Engagement Fund for PGR was devised in Summer 2019 will be launched in the Autumn Term.  <b>Carry over to new plan.</b>	<b>09/2020</b>
<b>3.6 Professional development of research support staff</b>						

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3.6.1	<p><b>New Action:</b> To encourage all Research Innovation Services staff to become members of ARMA, and to utilise the services on offer.</p>	<p><b>Lead:</b> Head of RISE</p>	<p><b>Success measure:</b> 100% of Research and Innovation support staff are members of ARMA.</p>	<p><b>ONGOING</b> The majority of staff are members of ARMA, we will take out a group membership 2019.</p> <p>Research Innovation Services to look into the membership of other groups such as Society for Research into Higher Education and PraxisAuril, as well as Wales specific groups such as Welsh Research Office Liaison Officers, Welsh Industrial Liaison Officers and Welsh Higher Education European Liaison Officers.</p>	<p><b>ONGOING</b> RISe staff are active member of ARMA, with two members of staff attending the ARMA introduction course on the 5th of September 2019, which gave an overview of both the pre and post-award functions of a University.</p> <p><b>Carry over to new plan.</b></p>	10/2019
3.6.2	<p><b>New Action:</b> Research Innovation Services staff to engage with appropriate training opportunities that are being offered by ARMA.</p>	<p><b>Lead:</b> Head of RISE</p>	<p><b>Success measure:</b> One new qualification for a Certificate in Research Management or Certificate in Research Administration every 2 years.</p>	<p><b>ONGOING</b> One member of RISE currently undertaking the Certificate in Research Management.</p>	<p><b>COMPLETE/ONGOING</b> During 2019/20 one member of staff successfully passed the ARMA level 5 Certificate in Research Management, which included specific modules covering topics including: Organisational Systems and Processes, Optimising Unit and Organisational Effectiveness, Research Policies and Strategies, and Gender and Diversity. Some findings have been</p>	12/2019

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					adopted for enhancing research support at USW. <b>Carry over to new plan.</b>	
<b>4.</b>	<b>Researchers' Responsibilities</b>	<b>Responsibility and timelines</b>		<b>Progress November 2018</b>	<b>Progress November 2019</b>	<b>Deadline</b>
<b>4.1</b>	<b>Research Governance</b>					
4.1.1	<b>Continued Action:</b> Complete the new Research Governance Framework and Arrangements and formally adopt across the institution.	<b>Lead:</b> Head of RISE	<b>Success measure:</b> New governance framework implemented across the University in academic year 2018/19.	<b>ONGOING</b> The new Research Governance Framework approved by Academic Board summer 2018. Faculty Research Ethics Chairs have been appointed.	<b>COMPLETED</b>	<b>09/2018</b>
<b>4.2</b>	<b>Research Information Systems</b>					
4.2.1	<b>Continued Action:</b> Improve support for researchers by enhancing systems and infrastructure. The University has made significant investment in a new Comprehensive Research Information System (Pure) and PhD Manager. RISE will ensure that training for PURE and PhD Manager will be routinely available in workshop, online and one to one format to ensure that academics engage with the systems and have up to date profiles on the USW website. Develop a new online governance system which includes research funding applications and ethics.	<b>Lead:</b> Head of RISE	<b>Success measure:</b> PhD Manager to be operational in 2018 and a new online governance system which includes research funding applications and ethics to be implemented 2019.  We aim for 100% of researchers to engage with Pure and 100% of supervisors to use PhD manager by 2019.	<b>COMPLETED/ONGOING</b> PhD manager is to be released to staff and students on the 5 <sup>th</sup> December 2018 as part of the USW Graduate School launch.	<b>COMPLETED</b>	<b>12/2019</b>

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4.2.2	Open Access					
	<p><b>New Action:</b> The Research Librarian to develop training and provide support to researchers to enable them to respond to the requirements of the Open Access and Research Data Management agendas.</p>	<p><b>Lead:</b> Research Excellence Manager</p>	<p><b>Success measure:</b> All outputs accepted for publication after 01/04/2016 to be Open Access compliant.</p>	<p><b>ONGOING</b> December 2018- All current outputs identified as potential submissions and in-scope of the REF OA policy are OA Compliant (either as standard or with a REF exception status), work is ongoing to widen the OA compliance to non-scope outputs.</p>	<p><b>ONGOING</b> December 2019 - end December 2020- All current outputs identified as potential submissions and in-scope of the REF OA policy are OA Compliant (either as standard or with a REF exception status), work is ongoing to widen the OA compliance to non-scope outputs. <b>Carry over to new plan.</b></p>	<p>12/2019</p>
			<p>To develop the RDM process and scope out the required support.</p>	<p>December 2018 - The basic framework of RDM support has been agreed and work is ongoing to identify the specific services or functions to support different aspects of the RDM lifecycle (e.g. data storage during the project, archiving post-project).</p>	<p>December 2020 - Whilst continuing to support researchers to comply with RDM requirements through the lifecycle of their research the University will focus on ensuring that all current projects awarded by funders with RDM policies are compliant.</p>	
			<p>The Research Librarian to implement the Research Data Management (RDM) plan within the Governance Framework.</p>	<p>December 2018 - RDM training for staff being implemented during Summer 2019, staff from RISE and the Research Librarian will work together on the training.</p>	<p>As part of an on-going training requirement, the Research Librarian will facilitate and support a series of RDM training both to staff and students. Website provision will also be enhanced to ensure staff and students are able to access support and further advice via this route.</p>	

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5.	Diversity and Equality	Responsibility and timelines		Progress November 2018	Progress November 2019	Deadline
<b>5.1</b>	<b>Athena Swan</b>					
5.1.1	<b>Continued Action:</b> Appoint Athena SWAN departmental champions and submit the Institutional Athena SWAN Bronze renewal for consideration April 2018.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> Athena Swan Champions appointed one per faculty and professional support department.  Executive Athena Swan Champions trained and become active Self-Assessment Team members.	<b>COMPLETE/ONGOING</b> The 2018 application was unsuccessful, but we intend to resubmit in 2019.  <b>DEADLINE</b> 04/2019	<b>ONGOING</b> The Athena Swan Action Plan continues to be implemented despite the unsuccessful application. A revised submission to be made November 2019.	<b>04/2020</b>
5.1.2	<b>New Action:</b> The School of Computing and Mathematics to submit an application for a departmental Athena SWAN in April 2018.	<b>Lead:</b> Athena Swan SATs	<b>Success measure:</b> Application submitted by the deadline.	<b>COMPLETED</b>	<b>COMPLETED 04/2019</b> The departmental Athena Swan application was unsuccessful. We will await the outcome of the Institutional Bronze Award before deciding whether to resubmit an application.	<b>04/2019</b>
5.1.3	<b>New Action:</b> In order to improve equality and diversity broadly across the institution a network of trained staff known as the Fair Play 30 will act as advocates for promoting equality and dealing with equality issues arising for staff and students in their areas. This network will complement the University's current resources and	<b>Lead:</b> Director of HR	<b>Success measure:</b> Fair Play 30 initiative was launched in October 2017. By early 2018 we will have appointed and trained our volunteers to begin supporting the equality agenda. FP30 volunteers will work closely (as appropriate) with our appointed Athena SWAN champions.	<b>COMPLETE/ONGOING</b> Review in 12 months	<b>ONGOING</b> Fairplay30 the Equality Champions Scheme at the University of South Wales, which was established in 2018 won the Advancing Staff Equality award at the Guardian University Awards 2019 for 'having a profound impact on	<b>11/2019</b>



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	<p>structures for promoting equality and diversity by providing a network of local equality contacts across the organisation.</p> <p>Launch the Fair play 30 initiative; train 30 Fair Play Champions who will be visible by special lanyards, badges and door signs.</p>		<p>In July 2018 evaluation of this initiative will determine how successful it has been and we will attempt to measure its impact.</p>		<p>creating a culture of inclusivity’.</p> <p>An invitation for new champions will be launched early 2020.</p> <p><b>Carry over to new plan</b></p>	
5.1.4	<p><b>Continued Action:</b> Launch cohort 3 of the Women Development Programme and collect feedback at start, middle and end of programme.</p>	<p><b>Lead:</b> Director of RBE</p>	<p><b>Success measure:</b> Programme launched with a cohort of 20. Feedback from the 20 will be monitored and tracked for 24 months after the programme is completed. The feedback will used to inform future programmes.</p>	<p><b>COMPLETED</b> <b>01/2019</b> Cohort 3 of the Women Development Programme commenced Autumn 2018.</p>	<p><b>ONGOING</b> Feedback from Cohort 3 was very positive. Cohort 4 commenced September 2019.</p> <p>As a result of feedback obtained from the programme USW were instrumental in developing the Wales wide women in STEM network, which launched in September 2019.</p>	<p><b>01/2020</b></p>
5.1.5	<p><b>New Action:</b> Run a series of focus groups on each campus to consider academic career experiences of staff with a focus on protected characteristics.</p>	<p><b>Lead:</b> Director of HR</p>	<p><b>Success measure:</b> Focus Group dates have been secured for November/ December 2017. We will analyse the feedback for Athena SWAN purposes but also for other equality strands we are working on.</p> <p>Attendance target is 50 staff and the outcomes will be published</p>	<p><b>COMPLETED</b></p>		<p><b>02/2018</b></p>

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			on the Hub (internal communication channel).			
5.1.6	<p><b>New Action:</b> Stonewall Equality Index The USW Group were proud to join Stonewall Cymru's Diversity Champions Scheme in June 2016. Continue to promote a series of workplace and education resources on the Stonewall website and to engage in the Equality Index.</p>	<p><b>Lead:</b> Director of HR</p>	<p><b>Success measure:</b> To continue progression up the index, breaking into the top 100. Submission September 2018; outcome February 2019.</p>	<p><b>COMPLETE/ONGOING</b> In the last 12 months, the University of South Wales position on the Stonewall Index has moved from 297 to 104.</p>	<p><b>ONGOING</b> In 2019, USW came 43<sup>rd</sup> in Stonewall's Workplace Equality Index.  The latest application has been submitted, the results are expected in 2020</p>	<p><b>06/2019</b></p>
5.1.7	<p><b>New Action:</b> Establish a USW LGBT+ Role Model network, by engaging volunteers who are passionate about promoting LGBT+ equality within the University and committed to being visible role models, thus conveying the important message that people can be themselves in the workplace and can be accepted without exception.</p>	<p><b>Lead:</b> Director of HR</p>	<p><b>Success measure:</b> The success of this group will be monitored and membership will be targeted to grow year-on-year.</p>	<p><b>COMPLETE/ONGOING</b> The Equality &amp; Diversity Partner will review and assess impact over the next 12months.</p>	<p><b>ONGOING</b> USW launched an LGBT+ Role Models initiative in 2017, with 5 visible role models across different areas/campuses. Since its launch, this initiative has grown to nine LGBT+ Role models, including a Trans Role Model. The Role Models are promoted on the student and staff intranets and actively work to support staff and student queries/issues in relation to LGBT+ equality. They act as proactive advocates by arranging workshops, events and training that raises awareness and promotes inclusion across the university.</p>	<p><b>05/2020</b></p>

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					This initiative was strengthened by the launch of a Trans Allies initiative in November 2019'.	
<b>6.</b>	<b>Implementation and Review</b>	<b>Responsibility and timelines</b>		<b>Progress November 2018</b>	<b>Progress November 2019</b>	<b>Deadline</b>
<b>6.1</b>	<b>Careers in Research Online Survey (CROS), Principle Investigators Research Leaders Survey (PIRLS) and Postgraduate Research Environment Survey (PRES)</b>					
	<p><b>Continued Action:</b> Continue to use surveys as a means of collating views of researchers, and to monitor participation in each survey to be comparable to previous internal and external surveys.</p>	<p><b>Lead:</b> Research Excellence Manager and Postgraduate Research Manager</p>	<p><b>Success measure:</b> Future CROS, PIRLS and PRES surveys will see an increase in the number of respondents by at least 10% each year.</p>	<p><b>ONGOING</b> The next CROS and PIRLS surveys are expected 2019.  The Postgraduate Research Manager will look at whether the Graduate School intends to continue with the PRES survey.</p>	<p><b>ONGOING</b> Due to the implementation of the new PGR information system (PhD Manager) in academic year 2018/19, USW did not participate in the PRES survey.  USW participated in CROS and PIRLS 2019. As expected we are seeing a gradual increase in response rates year on year, which are as follows:</p> <p><b>2019</b> CROS &amp; PIRLS = 66 PRES n/a</p> <p><b>2017</b> CROS &amp; PIRLS = 54 PRES = 155</p> <p><b>2015</b> CROS &amp; PIRLS 2015 = 21 RI Survey 2015 = 101</p> <p><b>2013</b></p>	<b>06/2019</b>

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					CROS & PIRLS = 34 PRES = 126	
<b>6.2 Researcher Engagement</b>						
6.2.1	<b>New Action:</b> We will work to ensure that senior management is engaged with the action plan, therefore the HR Excellence in Research Award is a standing item on the Research Committee and Faculty Research Committee agenda.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> 75% of CROS respondents claimed to not be aware of the Concordat for Engaging the Public with Research. By improving the lines of communication between the centre and faculties we aim to show a marked increase in the number of respondents who understand the Concordat in future CROS surveys.	<b>ONGOING</b> The agendas for Faculty Research Committees are in the process of being standardised so that they each include charter marks on their respective agendas.	<b>COMPLETED</b> The following charter marks appear on the agendas for the University and Faculty Research Committees; <ul style="list-style-type: none"> <li>• HR Excellence in Research Award,</li> <li>• Athena Swan,</li> <li>• Disability Aware,</li> <li>• Time to Change and Stonewall.</li> </ul>	<b>06/2019</b>
<b>6.3 HR Excellence in Research Steering Group</b>						
	<b>Continued Action:</b> The HR Excellence in Research Steering Group will meet regularly to review this action plan. All relevant University committees will have sight of this action plan regularly and receive updates on progress.	<b>Lead:</b> Director of RBE	<b>Success measure:</b> HR Excellence has become a standing item on the agendas of the University and Faculty Research Committees. The HR Excellence in Research Steering Group will meet once a term to implement and monitor the action plan.	<b>ONGOING</b>	<b>ONGOING</b>	<b>12/2020</b>