

**Concordat Implementation: HR Excellence in Research Award Two Year Action Plan 2015-2017  
November 2015**

Recruitment and Selection	Responsibility and timelines	Progress to date	Updated Action Plan 2015-2017	Deadline
<p>A dedicated section on recruitment of research staff has been added to the Research Toolkit.</p> <p><b>ACTIONS</b> The Research Toolkit to be publicised widely.</p>	<p><b>Lead:</b> Head of Research Office <b>Timelines:</b> Review every quarter <b>Success measure:</b> Toolkit used will be monitored by recording number of hits on the web pages. Tracking users will highlight if there is work to be done in a particular area.</p>	<p><b>COMPLETED</b> Circa 500 hits on the Research Toolkit per month and 5 to the recruitment and selection sections.</p>	<p><b>Action:</b> To Review toolkit content to ensure the information is still fit for purpose. Update content with new drivers/initiatives e.g. open access research data management. <b>Lead:</b> Research Excellence Manager <b>Success measure:</b> Toolkit use will be monitored by recording number of hits on the web pages and should be consistently receiving 500 hits per month.</p>	<p>June 2016</p>
<p>To ensure that the appropriate grade of researcher is included in grant applications, past grant applications will be reviewed by the Research Advisor and the HR Department.</p>	<p><b>Lead:</b> Head of Research Office <b>Timelines:</b> quarterly with report to Research Committee Dec 2014</p>	<p><b>COMPLETED</b> A new department has been established (Research and Innovation Services) which consolidates and harmonises all funding support from all sources. All projects are supported by expert funding supporting officers with all grades/personnel staff reviewed. With regards to research support staff a number of generic specifications are available: <a href="http://research.southwales.ac.uk/toolkit-recruit/">http://research.southwales.ac.uk/toolkit-recruit/</a></p>		
<p>In 2012, the University moved to an e-recruitment system. This will be reviewed to ensure that any necessary changes are made if necessary</p>	<p><b>Lead:</b> HR Manager <b>Timelines:</b> quarterly with report to Human Resources Steering Group Sept 2014 and necessary actions to be taken following agreement with the Human Resources Steering Group</p>	<p><b>COMPLETED</b> The system is regularly reviewed and deemed to be operating in a satisfactory manner, research roles (and associated grades job descriptions) are processed through the system and grades identified</p>		

		through the national framework agreement. They are clearly aligned with the proposed work and requirements of the role as identified by the relevant project lead. For externally funded roles, the requirements are determined during the bidding/project proposal development.		
Recognition and Value	Responsibility and Timeline	Progress to date	Action Plan	Deadline
<b>ACTIONS</b> All those with a leadership role in terms of research such as REF Unit of Assessment Leaders and Leaders of Research Groups and Centres should have clear guidance highlighting what is expected of them and support should be in place for them in their capacity as research leaders by issuing guidance notes.	<b>Lead:</b> DVC (Research) <b>Completion:</b> January 2014	<b>COMPLETED</b> All research leadership roles now have a role profile that is available on the Research Toolkit		
Review the support to Research managers and ensure that they undertake the leadership and management programme.	<b>Lead:</b> Head of Research Office and Staff Development team <b>Completion:</b> January 2014 <b>Success measure:</b> 75% of all those in a research management position to have engaged with leadership and management programme	<b>COMPLETED</b> A review was undertaken and a gap was identified at senior research leader level. All Research Institute Directors completed a Leadership Foundation “Wales Senior Research Leaders Programme”. Further need for the Research Institute Directors was identified and a bespoke programme on leading and influencing was commissioned. All Research Institute Directors attended.		
Research Institute members will discuss their research with the	<b>Lead:</b> DVC (Research) <b>Timelines:</b> Research related discussions	<b>COMPLETED</b> All Research Institute members have		

<p>Research Institute Director and agree targets for the forthcoming year as well as support needed to achieve them. This will be noted and a written report will be provided to the individual's appraiser to inform the appraisal process.</p>	<p>to inform appraisals to occur every September with 6 month review  <b>Success measure:</b> Every Research Institute member to discuss their research with the appropriate Research Institute Director prior to formal appraisal with their line manager</p>	<p>an annual review with their Director and a mid-point review. Compliance with this is 167/198 = 84%.</p>		
<p><b>Representation and Communication</b></p>				
<p><b>Participation in decision-making bodies</b>  The University values the contributions made by its research community in terms of providing input and feedback about the research strategy at the University. Both research staff and students are involved in decision-making bodies through representation on the following Committees:  <b>Research Committee</b> (sub-committee of Academic Board)  Full representation of the research community (including Early Career Researchers and Post-Graduates via the Student Voice Representatives for research.)  <b>Research Programmes Sub-Committee</b> (sub-committee of Research Committee and Academic Board)  Research staff and research student representation.</p>	<p><b>Lead:</b> Graduate Research Manager  <b>Completion:</b> Dec 2013  <b>Success Measure:</b> All Faculty Research Student Representative to meet with the Graduate Research Manager on their appointment to discuss their role on research related committees. All Research Student Representative to attend the pre-committee meetings.</p>	<p><b>ONGOING</b>  Both Research Committee and Research Programmes Sub-Committee should have research student representatives and ECRs.</p>	<p><b>Action:</b> To ensure that Research Student Representatives have a good induction in their roles and have a formal link with support via the Graduate Research Manager.  <b>Success Measure:</b> All Faculty Research Student Representative to meet with the Graduate Research Manager on appointment to discuss their role on research related committees. All Faculty Research Student Representatives to attend the pre-committee meetings.  <b>Lead:</b> Head of Graduate Research Office</p>	<p>Aug 2016</p>
<p><b>ACTIONS</b>  Following feedback from Research Student Voice Representatives (SVRs),</p>	<p><b>Lead:</b> Head of Research Office  <b>Timelines:</b> Forums established and calendarised for 2014</p>	<p><b>NOT COMPLETED</b>  This action has not been completed due to changes in the SVR system.</p>	<p><b>Action:</b> Carry over action and apply to research student representatives.</p>	

<p>it has been agreed that pre-meetings for all research student voice representatives should be convened to discuss agendas for up-coming meetings so that the students can understand the issues and provide comments and feedback which is more informed. Although it was agreed that standing agenda items for Research Student Voice Representatives should continue, students should be encouraged to be involved in business that it is not of a personal or confidential nature.</p>	<p><b>Success measure:</b> Attendance at forums monitored – at least 80% attendance as a target for each meeting.</p>		<p><b>Success measure:</b> Research Student Rep’s to attend pre-meetings and to engage well with their committees. <b>Lead:</b> Head of Graduate Research Office</p>	
<p><b>Researcher Forums</b></p>				
<p>Previously the University held monthly Research Breakfast Meeting at which researchers could discuss work and share practice. The requirements for REF2014 lead to these slots being temporarily given over to REF submission planning sessions.</p> <p><b>ACTIONS</b> The establishment of a Research Forum should be trialled. Consideration should be given as to whether one forum should exist or separate forums for Early Career Researchers, Postgraduate Researchers should be developed.</p>	<p><b>Lead:</b> Head of Research Office <b>Timelines:</b> Forums established and calendarised for 2014 <b>Success measure:</b> Attendance at forums monitored – at least 80% attendance as a target for each meeting.</p>	<p><b>COMPLETED</b> Research Forums have not been implemented however, Faculty Research Committees have been introduced. Faculty Research Committees report up to Research Committee and each Faculty Research Committee has a wide range of staff from research student to Dean of Faculty.</p>	<p><b>Action:</b> Monitor the engagement of research staff and research students at the Faculty Research Committees. <b>Success Measure:</b> Research staff and research student members of Faculty Research Committees to be surveyed at the end of the academic year to ensure good engagement. <b>Lead:</b> Head of Research and Innovation Services</p>	<p>August 2016 &amp; August 2017</p>
<p><b>Public Engagement</b></p>				

<p>The University maintains an <b>Experts Directory</b> for Public Engagement managed by Marketing and Student Recruitment Department. The University encourages public engagement through exhibitions, performances and demonstrations and has a well developed School liaison team. Research and information is freely available through the University's website where there are pages maintained for each Research Group and Centre and individual researchers have their own profile pages.</p> <p><b>ACTIONS</b> Public Engagement activities should be highlighted at appraisal and recorded. The University is currently formulating a new Research Strategy of which public engagement will be a part.</p>	<p><b>Lead:</b> DVC (Research) <b>Completion:</b> Research Strategy under development – approval and adoption including section on public engagement May 2014</p>	<p><b>COMPLETED</b> Public Engagement is a part of the Research Strategy.</p>		
<p><b>Impact</b></p>				
<p>The University is enhancing its proactive approach to impact.</p> <p><b>ACTION</b> To Launch and embed a new impact investment scheme (I2S)</p>	<p><b>Lead:</b> KT and IP manager <b>Timelines:</b> 2 calls for projects and a number of projects supported.</p>	<p><b>NEW ACTION</b> Launch the Impact Investment Scheme (I2S) for staff to maximise the economic and social impact of their research and knowledge. The scheme to provides 3 types of investment:</p> <ul style="list-style-type: none"> <li>• Strategic Partnership</li> <li>• Business-led Collaboration</li> <li>• Commercial Feasibility Investment</li> </ul>	<p><b>Action:</b> Launch the programme <b>Success measure:</b> Fund, monitor and evaluate at least 20 projects <b>Lead:</b> KT and IP manager</p>	<p>Jul 2016</p>

Support and Career Development	Responsibility and Timeline	Progress to date	Action Plan	Deadline
<p>Career pathways are clear from lecturer to reader to professor in three streams namely, research and development, teaching and learning and innovation and engagement. Research features in all three streams.</p> <p><b>ACTION</b> Workshops and one to one sessions are available throughout the year to ensure that academic staff understand the opportunities available to them and at appraisal support is given to help academics to reach the next stage of their career.</p>	<p><b>Lead:</b> Head of Research Office <b>Timeline:</b> ongoing with 3 workshops prior to Higher Academic Award deadlines <b>Success measure:</b> 100% applicants to attend a workshop or one to one session prior to application being submitted.</p>	<p><b>COMPLETED AND ONGOING</b> Over the last two years eight workshops (two per faculty) have been held with approximately five academic staff attending each workshop.</p>	<p><b>Action:</b> Continue with original action <b>Success measure:</b> 100% applicants to attend a workshop or one to one session prior to application being submitted. (Additional workshops, 4 per annum) <b>Lead:</b> Deputy Director Research and Business Engagement</p>	<p>July 2017</p>
<p>Review the calendar of events at Research Programmes Sub Committee, Research Committee and the newly established Research Forum/s on an annual basis.</p>	<p><b>Lead:</b> Head of Research Office <b>Timelines:</b> Annually each July <b>Success Measure:</b> refreshed calendar of events produced by the beginning of each new academic year</p>	<p><b>COMPLETED AND ONGOING</b> Calendar of events reviewed and now includes impact and business engagement events as a comprehensive research and development offering.</p>	<p><b>Action:</b> Continue with original action <b>Success measure:</b> Hosting of circa 20 specific events per annum, first series to be completed in academic year 2015-16. <b>Lead:</b> Head of Research and Innovation Services</p> <p><b>Action:</b> Following a successful researcher led event (screening of Jorge Cham's PhD Movie 1&amp;2) we will continue to empower researchers to develop their own initiatives <b>Success measure:</b> two researcher led events per annum <b>Lead:</b> Head of Graduate Research Office</p>	<p>July 2017</p>

<b>Mentoring</b>				
<p>A research mentoring scheme has been designed to help staff with a range of issues they may be facing in an informal and confidential way. The University has a well established mentoring scheme in place for all staff regardless of discipline.</p> <p>The University is also a member of the Women in Universities Mentoring Scheme (WUMS). An innovative all-Wales scheme that aims to promote and facilitate professional development for women working in Welsh universities by supporting those in inter-university mentoring partnerships.</p> <p><b>ACTION</b> Workshops for mentoring will be set up 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><b>Lead:</b> Head of Research Office with Directors of Research Institutes <b>Timeline:</b> Dec 2013 introduction to mentoring event and scheme launch <b>Success measure:</b> 50 mentor-mentee pairs established following launch</p>	<p><b>COMPLETED AND ONGOING</b> Research Mentoring introduced in December 2013 with a one day induction event. To date, 26 formal mentoring pairs established.</p>	<p><b>Action:</b> Continue with original action <b>Success measure:</b> Further 24 mentoring pair to be established. Introduction of an online mentoring system – need to scope out the details. <b>Lead:</b> Research Excellence Manager</p>	<p>Oct 2016</p>
<b>Induction</b>				
<p>A comprehensive induction process is in place for all staff at the University of South Wales with many elements being mandatory, there is not a dedicated induction section for</p>	<p><b>Lead:</b> HR Manager <b>Completion:</b> June 2014 <b>Success measure:</b> Researcher induction produced and attended by 100% of staff who undertake research within</p>	<p><b>COMPLETED</b> During mandatory appraisal an introduction to research and research support now included.</p>		

researchers. <b>ACTION</b> Review the induction process with a view to developing a dedicated induction designed for researchers.	two months of appointment.			
<b>PhD Shadowing</b>				
The University supports the principle of “nurturing our own talent”. To this end we have piloted a PhD shadowing scheme within our maths department where interested undergraduates shadow PhD students for a week to gain an insight into what a PhD involves. Not only does this help the undergraduate but it also benefits the PhD researcher.  <b>ACTION</b> Given the positive experiences of those involved in the PhD Shadowing Programme, this will be rolled out across other Faculties.	<b>Lead:</b> Research Programmes Sub Committee <b>Timeline:</b> December 2014 <b>Success measure:</b> 50 PhD shadowing opportunities per annum across the University following roll out of the programme	<b>NOT COMPLETED</b> Whilst the PhD Shadowing Scheme is still working effectively in one area it has not been rolled out across all Faculties. This will be considered at Faculty Research Committees shortly. The Chair of RPSC to deliver workshops on the PhD Shadowing Scheme for staff at all campuses. Although there has been interest from staff, attendance at workshops has been poor due to timing of the events. This is ongoing and RPSC is considering ways to better promote / publicise the scheme.	<b>Action:</b> Continue with original action. <b>Success measure:</b> 2 workshops and 50 shadowing opportunities. <b>Lead:</b> Head of Graduate Research Office and Chair of Research Programmes Sub Committee.	Jul 2017
<b>Researchers’ Responsibilities</b>	<b>Responsibility and Timeline</b>	<b>Progress to date</b>	<b>Action Plan</b>	<b>Deadline</b>
<b>Continuing Professional Development /Personal Development Planning</b>				
Postgraduate research students have access to a Personal Development Plan to record their development needs and skills and a similar facility available for academic staff.	<b>Lead:</b> Head of Research Office <b>Timelines:</b> Pilot discussed with Research Committee. <b>Success Measure:</b> Full pilot to be commenced with Research Institute members	<b>NOT COMPLETED</b> Following discussion at Research Committee and feedback from other Institutions the RDF Planner was not adopted. Furthermore feedback from	<b>Action:</b> Evaluate systems to allow supervisors and students to track progress and skills. <b>Success measure:</b> PhD Manager or equivalent will be launched at USW	Oct 2016



<p><b>ACTION</b> The University has considered using the RDF Planner provided by Vitae. Following the establishment of Research Institutes, the University intends to pilot this system with Research Institute members as a potential solution to this issue so that planning specifically for research can be achieved.</p>	<p>January 2014</p>	<p>Research Institute Members has shown that their research reviews are an effective vehicle for considering skills needs. PGR students are introduced to the RDF at induction. Students are advised to use this to discuss their development needs with their supervisory team early on to identify workshops in our Calendar of Events which may be beneficial. The university will be purchasing 'PhD Manager' or an equivalent system which will allow PGR students and supervisors to keep an accurate and up to date record of all training and development undertaken at the university.</p>	<p>by October 2016. <b>Lead:</b> Head of Graduate Research Office</p>	
<p><b>Research Integrity</b></p>				
<p>The University is currently reviewing the Code of Practice for Research which has been designed by the UK Research Integrity Office.</p> <p><b>ACTION</b> The Code of Practice for Research or an amended version of it will be considered by Research Committee with a view to formal adoption by the University of South Wales.</p>	<p><b>Lead:</b> Head of Research Office <b>Timelines:</b> The draft code has been considered at Research Committee. Following review to be considered by Academic Board January 2014 prior to adoption</p>	<p><b>COMPLETED &amp; ONGOING</b> The UK Research Integrity Office Code of Practice was formally adopted by the University. It has now been updated further and this new Code was approved at Research Committee in September 2015. Development and implementation of a new governance framework across the university.</p>	<p><b>Action:</b> Complete new governance framework and formally adopt across the institution <b>Success measure:</b> New governance framework embedded across the university in academic year 2016/17 <b>Lead:</b> Research Excellence Manager</p>	<p>Jul 2016</p>
<p><b>Ethics</b></p>				
<p>The University is currently reviewing the Ethics Policy.</p>	<p><b>Lead:</b> Chair of Ethics Sub Group <b>Timelines:</b> Completion and approval of new policy by March 2014</p>	<p><b>ONGOING</b> A new policy has been consulted on and is being considered for formal adoption in</p>	<p><b>Action:</b> Formally adopt new ethics policy <b>Success measure:</b> New ethics</p>	<p>Jul 2016</p>

<p><b>ACTION</b> The current University Ethics Policy is being updated following the University re-structure to ensure that appropriate forums are available to allow ethical issues to be fully considered consistently across the Institution.</p>		November 2015.	policy embossed across the university in academic year 2016/17 <b>Lead:</b> Research Excellence Manager	
Diversity and Equality	Responsibility and Timeline	Progress to date	Action Plan	Deadline
<b>Athena Swan</b>				
<p>The University of South Wales is a member of the Athena Swan Charter and has an application for an institutional bronze award which will be considered by the Equality Challenge Unit at their panel meetings commencing December 2014.</p> <p><b>ACTION</b> When the bronze award is achieved, two research groups will apply for departmental awards.</p>	<p><b>Lead:</b> Equality and Diversity Adviser and relevant academics <b>Timelines:</b> Submission of departmental awards by November 2014</p>	<p><b>COMPLETED AND ONGOING</b> Institutional Bronze Award achieved in 2013 and a departmental award is being submitted in November 2015.</p> <p>A Women in Academia Network has been established as a result of the focus groups. A Graduate Intern is now working on Women in Academia Network activities for 2016.</p>	<p><b>Action:</b> Continue with the Women in Academia Network <b>Success measure:</b> Network vibrant with regular events planned and attended by at least 30 female academics. <b>Lead:</b> Deputy Director Research and Business Engagement</p>	Jul 2017
<p>As part of our ongoing commitment to gender equality for academics, the University is facilitating focus groups to discuss the barriers to women achieving professorial status at the Institution. The outcomes of the focus group will be considered by the Equality and Diversity Steering Group and the Vice Chancellor (who has made a public commitment to tackling issues facing female academics where-ever</p>	<p><b>Lead:</b> Head of Research Office reporting to the Vice Chancellor <b>Timelines:</b> Recommendations from focus groups currently being considered by Executive with actions arising to be implemented between February and May 2014. <b>Success measures:</b> Focus groups to be re-convened in October 2014 to discuss whether interventions have been helpful.</p>	<p><b>COMPLETED</b> The views of the focus groups have informed future work for example the establishment of the Women in Academia Network and the one to one sessions for applicants for Reader and Professor. These actions are covered in other action points.</p>		

possible.)  The University is considering introducing a maternity policy for doctoral students in line with Research Councils' best practice guidelines.				
<b>Aurora</b>				
The University is involved in the Leadership Foundation's Aurora project. Aurora aims to enable a wide range of women in academic and professional roles to think of themselves as future leaders and to develop leadership skills and strategies. Aurora takes a partnership approach with institutions and participants, providing an intervention that combines education, mentoring and self-directed study to provide learning with a more enduring impact.  <b>ACTION</b> We have appointed an Aurora champion and are in the process of recruiting Aurora participants.	<b>Lead:</b> Aurora Champion <b>Timelines:</b> Aurora participants selected by November 2013 <b>Success measure:</b> Five researchers to take part in Aurora Programme.	<b>COMPLETED</b> A first cohort of researchers completed Aurora but no further staff have attended as the feedback was not positive.		
<b>Implementation and Review</b>	<b>Responsibility and Timeline</b>	<b>Progress to date</b>	<b>Action Plan</b>	<b>Deadline</b>
<b>Careers in Research Online Survey (CROS) and the Principle Investigators Research Leaders Survey (PIRLS) and the Postgraduate Research Environment Survey (PRES)</b>				
The University intends to continue with these surveys as a source of valuable information to inform research support	<b>Lead:</b> Deputy Director of Research and Business Engagement <b>Success Measure:</b> Participation in each	<b>ONGOING</b> Due to anonymity issues, we have not been able to offer prizes to those who fully	<b>Action:</b> Continue to use surveys as one means of collating views of researchers.	Aug 2017

<p>and research strategy.</p> <p><b>ACTION</b> To increase participation rates, prizes will be offered for those who fully complete a relevant survey.</p>	<p>survey to increase by 20% using 2013 as a baseline</p>	<p>complete surveys. Whilst participation rates for PRES increased significantly in 2013 compared to 2011 through the use of prizes, the University did not take part in PRES 2015 due to resource issues. The university did however undertake its own internal student survey (which is largely based on PRES questions and forms part of the formal annual monitoring of PGR students). The response rate for this is consistently higher than for PRES averaging around 70% across the university.</p>	<p><b>Success measure:</b> Participation in each survey to be comparable to institutional own survey. <b>Lead:</b> Deputy Director of Research and Business Engagement</p>	
<p>The University also intends to engage with research staff and students at the proposed researcher forums as means of listening to feedback from those involved in research. Notes from these meetings will be fed up to the relevant University Committee, for example Research Committee or for student issues, Research Programmes Sub Group so that relevant actions can be taken.</p>	<p><b>Lead:</b> Head of Research Office <b>Timeline:</b> Forums established and calendarised for 2014</p>	<p><b>NOT COMPLETE - ONGOING</b> Faculty Research Committees have been established in place of Researcher Forums.</p>	<p><b>Action:</b> Faculty Research Committees calendarised and well attended by at least two thirds of the membership. These committees to feed up views to Central Research Committee. <b>Success measure:</b> Four faculty research committees <b>Lead:</b> Head of Research and Innovation Services</p>	<p>Jul 2016</p>
<p>The HR Excellence in Research Steering Group will meet regularly to review this action plan. The action plan will also be reviewed at each meeting of the Human Resources Strategy Steering Group which consists of University Governors and the Executive. Furthermore, all relevant University Groups and Committees will have sight of this action plan regularly and receive updates on progress.</p>	<p><b>Lead:</b> DVC Research <b>Timeline:</b> Steering Group will meet every two months and report to the Human Resources Strategy Steering Group <b>Success Measure:</b> In December 2014 we will survey all academic staff to find out how well informed they are with respect to this action plan. Results will be used to inform future actions in terms of communicating the Concordat and the action plan arising from it.</p>	<p><b>COMPLETED AND ONGOING</b></p>	<p><b>Lead:</b> Research Excellence Manager <b>Success measure:</b> Four HR Excellence/Concordat Steering Group meeting to be calendared and progressed monitored per annum.</p>	<p>Jul 2017</p>