

## Concordat Action Plan January 2017- January 2019

<b>Recruitment &amp; Selection</b>		
<b>PRINCIPLE 1</b> Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research		
Action	Responsible/ Target date	Success measure
Review the Recruitment & Selection guidance for staff, including research staff, to ensure that we recruit, select and retain researchers of the highest potential.	HR (strategic recruitment)  Autumn 2017	Quality of staff reflected in REF results, publications and grant capture
We will include positive action statements where we identify under-representation of particular protected characteristics to attract the best research staff from a diverse pool of applicants.	HR (strategic recruitment)  Autumn 2017	Quality of staff reflected in REF results and grant capture. Diverse workforce.
Consider and, if appropriate, implement strategic approach to recruitment, recruiting academic staff at key points in the year, to enable more effective induction, development and training of new starters	HR (strategic recruitment)  Dec 2018	Quality of staff reflected in REF results and grant capture. Increased attendance at and satisfaction with induction events.
<b>B. Recognition and Value</b>		
<b>PRINCIPLE 2</b> Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.		
Undertake review of the current Swansea Leadership Framework to assess leadership skilling needs across the academic community	Head of Development & Training Services/ Learning & Development Manager Reviewed Summer 2017 Sep 2017 – Sep 2018	All Directors of Research participated in core leadership programme
All Directors of Research expected to have participated in core leadership programme		

Embed and monitor new process for transferring fixed term contracts to open ended	Business Partnering Team/Learning & Development Manager Review April 2017 Fully embedded Sep 2017	All eligible staff systematically transferred to open-ended contracts
Consider mechanisms for reward and recognition that may be appropriate for research staff and communicate existing and new schemes via all staff roadshows  Review success of r&r schemes and monitor uptake by research staff	Reward & Recognition Manager/RSWG Summer 2017 & Winter 2017  June 2018	Schemes available to research staff Attendance at roadshows Research staff utilising schemes
Introduce institutional values for academic and research staff to mirror the values approach piloted for professional services staff	Cross institutional working group Sep 2018	Values expectations in place to aid staff in understanding and applying the values in their daily work
PLs who manage research staff will be invited to participate in 360 leadership feedback against an agreed set of leadership expectations	Head of Development & Training Services June 2018	All leaders in scope participate and gain meaningful feedback on their leadership in the context of Swansea University
The job descriptions of Research leaders to be reviewed and aligned with Academic Career Pathways	Review and development Sep 17 Implementation Sep 18	Academics in senior leadership roles given the opportunity to progress their careers in leadership through use of an

		enhanced Leadership career pathway to recognise and enhance excellence in leadership
Promote Swansea University as a great place to work for research staff through notification of the “Our Uni Rewards” scheme at recruitment stage	Reward and Recognition Manager/ Head of Strategic Recruitment Jun 2018	Scheme in place and publicised
<b>C. Support and Career Development</b> <b>PRINCIPLE 3</b> Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment. <b>PRINCIPLE 4</b> The importance of researchers’ personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.		
Utilise the newly nominated College representatives on the RSWG to develop greater collaboration and networking amongst research staff and across colleges	RSWG January - June 2017	Networking events held
Systematically plan and develop training opportunities for research staff in partnership with internal experts, and research staff via the CROS survey and RSWG	RSWG/ Learning & Development Manager/REIS  Autumn 2017 – new programme launch	Coherent training programme in place. Attendance and satisfaction rates maintained or improved
At induction, provide research staff with specific guidance on University development opportunities including research ethics and integrity	Learning and Development Manager  From January 2017	All induction programmes signpost Researcher Development and research ethics and integrity
Maintain high participation rates by research staff in the annual professional development review, to enable dialogue about performance and professional development	HR Dec 2017	100% participation of eligible staff
<b>D. Researchers’ Responsibilities</b>		

<b>PRINCIPLE 5</b> Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.		
Use of the CROS survey in 2017, with the emphasis on maintaining or improving the participation rates to ensure researcher views are available when planning provision	RSWG September 2017	Participation rates maintained or improved
Build network and support for research staff through representation on the reinvigorated RSWG.	RSWG June 2017	Regular meetings taking place Researcher representation maintained
<b>E. Diversity and Equality</b>		
<b>PRINCIPLE 6</b> Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.		
Achievement of Athena Swan silver award April 2017.	Equality Team Spring 2017	Award granted
Review success rates by protected characteristic for research staff appointments.	Equality Team August 2018	Diverse workforce reflected in MI
Continue to champion equality initiatives beyond Athena SWAN by engaging in the Aurora programme and Stonewall Equality Index	Equality and Diversity Committee May 2018	Aurora attendees Stonewall Equality Index placing
<b>F. Implementation and Review</b>		
<b>PRINCIPLE 7</b> The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.		
Monitor issues relating to research staff through the Research Staff Working Group, chaired by a member of the professoriate	Learning & Development Manager  Sep 2018	RSWG to meet twice a year to review progress against action plan
Use CROS and PIRLS data to inform our strategic support for Swansea researchers.	Learning & Development Manager  CROS and PIRLS reports delivered Dec 2017	CROS and PIRLS reports detail how results have impacted on provision

