



HREiR Action plan 2022-2025

Details

Institution name:	University of the West of Scotland (UWS)
Cohort number:	16
Date of submission:	June 2022 (updated January 2023)
Institutional context:	<p>UWS strives to create a world class research environment in which staff and students are well supported, collaborate with colleagues, and can achieve their full potential. UWS is fully committed to the UK Concordat to support the Career Development of Researchers which sets out clear standards that research staff can expect from the University. It aims to improve the employment and support for research careers in the UK and provides a framework for career development based around seven core principles. UWS research staff numbers generally are small. (n~30). Therefore, at UWS our actions are designed to include anyone who does research with a focus on early career researchers, which we considering anyone at the career stage of postdoc to the first 5 years of their first academic posts (i.e., lecturer). Our approach to researcher engagement is open and we actively encourage participation across events for both research staff and postgraduate research students to help foster a researcher community at UWS and build bridges between staff and student communities. We consider our research staff cohort to be ~600 academic staff (with staff on fixed term contacts n<30).</p>

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	37	Figures in this table correct for July 2022.
Postgraduate researchers	643	Includes DBA and students on interruptions
Research and teaching staff	642	
Teaching-only staff	4	
Technicians	10	
Clinicians		
Professional support staff	760	
Other (provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan		
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	Ensure all relevant staff are aware of the Concordat.	<p>Action 1: promote the HR Excellence in Research Award and the Concordat to support the career development of researchers, to all staff and through recruitment web pages, at events, particularly those organised by the Staff Forum for Research.</p> <p>Action 2: Information will be added to the current university advert templates to highlight the UWS's commitment to the RDC.</p> <p>Action 3: A statement about the RDC will be added to the induction checklist highlighting that it is applicable to researchers and their academic line managers</p>	Yes	<p>March 2023 March 2024 March 2025</p> <p>June 2023</p> <p>June 2023</p>	P&OD Research Services Doctoral College	Evidence of extended use of logo and us promotion logged on tracker - 10 promotions per year minimum. Awareness from colleague survey to exceed 50% by 2025. At least 60% awareness of HR Excellence by 2025	<p>The first communication campaign of this AP will launch the new action plan in March 2023 in UWS e-bulletin, and Staff Forum for Research team. March each year is for planning and review of this action. Interim self-audit February 2024</p> <p>Final self-audit completed by June 2025</p>			
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Review of policies and procedures to ensure relevance to researchers to inform the development of a Managers Toolkit with a researcher specific section, including guidance on the obligations of the Concordat.	Yes	February 2024	P&OD in consultation with Concordat Steering Group and Staff Forum: Research	<p>Toolkit to be published.</p> <p>The Toolkit launch will offer 3 information sessions and the target attendances is 30%.</p>				
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	<p>Action 1: Athena Swan Institutional Bronze resubmission – all institutions offered extensions due to COVID19 situation / Schools to submit at this point, Post 2023 submission there will be a 5-year action plan</p> <p>Action 2: Engage in the deliverables detailed in Equality Outcomes and Mainstreaming Plan and publish next PSED and Equality Mainstreaming progress</p>	Yes	<p>July 2023</p> <p>April 2023</p>	<p>Athena Swan SAT / School SATs</p> <p>P&OD</p>	<p>The outcome of the resubmission is the success measure and will inform next steps</p> <p>Published Report on time.</p>	<p>Gather feedback from self- assessment team to increase collaboration</p> <p>The report will inform new actions and future activity.</p>			

		report due after the PSED externally published in April 2023								
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	<p>Action 1 A review of research groupings – Institutes, Centres and Groups during academic year 2022/2023 designed in part to support more opportunities for staff to align and contribute to a research group.</p> <p>Action 2 New researchers will receive warm invitations within first 6 weeks of joining UWS, to join the Staff Forum for Research and get involved and join in their networking and development opportunities</p>	New	<p>November 2022</p> <p>Approval and new web resources April 2023</p> <p>Feb 2023, 24,35 June</p>	<p>Research Services</p> <p>Staff Forum for Research</p>	<p>>25% of researchers aligned to recognised research groupings increasing by 10% by Jun 2025.</p> <p>Maintain Staff Forum members at ~400</p>	Action 1 will determine the % of research staff and researchers overall who are aligned to recognized research groupings. The approved researcher grouping leads will also need to be aware of the Concordat obligations. – review for next steps further actions April			
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	New Workload Allocation Model is being implemented in 2022-23 with the aim of increasing fairness, equity, and effective management of workloads of all academic staff. The model allows a flexible approach to the allocation of workload, and volume of workload will be expected to be within 10% of 100% allocation but should not normally exceed 100%.	New	September 2023	P&OD in conjunction with WAM project group	<p>Review of the model will take place across the first year of implementation. Evidenced by workloads not regularly exceeding 100% for academic staff. Aim to have no staff exceeding 100% WAM by 2025.</p> <p>80% engagement from researchers</p>				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Develop a programme of training for line managers of researchers highlighting requirements within Concordat (which would include support for line managers to understand induction requirements)	Newo	September 2023	P&OD	Evidence of engagement from line managers through regular monitoring by HR of event attendance. 80% of managers to complete training by 2025.				

ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Utilise Health Assured utilisation data reporting to formulate action plans, address any gaps, and integrate awareness as part of existing programmes, induction, and training opportunities. Cross reference with engagement survey results on wellbeing and mental health questions	New	September 2024	P&OD	Use new 2023 data to build an action plan, with a specific focus on gender split of utilization.					
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	UWS has a flexible working procedure with a stated objective to provide managers with an understanding of their role in the flexible working application process and their responsibilities towards employees. Also, managers have access to a HR Business Partner for advice and guidance. Hybrid working design principles are in preparation and will be launched in academic year 2022-23.	Yes	June 2023	Research Services with P&OD	83% hybrid working across UWS. This to be reflected positively in responses on CEDARs questionnaire in 2023 and 2025.					
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	See ECM3									
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.											
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Integrate the promotion of Report and Support through awareness as part of existing programmes, induction, and training opportunities (also, ECM3, ECR4,). Utilisation of data from Report and Support and Staff Engagement Survey 2022, questions regarding bullying/harassment/discrimination , will form baseline for continued monitoring	New	September 2024	P&OD	Induction and all relevant training references report and support process.					
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See ECI3									
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.										
EC4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Action 1: Develop a pilot programme to support departments to engage in meaningful, discursive engagement with Research Culture Training on Equality, Diversity & Inclusion, Bullying & Harassment and Research Integrity across the institution at induction and on an ongoing basis	New	January 2024	P&OD	80% of managers completed training by 2025	All Actions: Managers of research staff will be identified, attendance and completion rates reported and monitored.			
		Action 2: Develop an institutional approach to mandatory training. Where completion rates of mandatory online EDI training are unusually low, EDI will work with individual Schools to determine why this is and identify bespoke communications strategies to better communicate the mandatory nature of the training. (Also, EI3)		January 2024		70% staff completion.				
		Action 3: P&OD will provide workshops relevant to equality, diversity and inclusion, wellbeing, and mental health, and to monitor new training needs in these areas and schedule or adapt provision accordingly as part of normal business.		February 2024		All Actions: Annual staff engagement survey data will increase positively yearly on questions relating to "Yes, UWS has an inclusive culture" 65% by 2025				
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.									
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.										
EC15 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	The new Academic Integrity & Ethics Committee. Committee will review, recommend, and develop processes and procedures to develop policy, procedures, and support in relation to academic integrity. As new procedures or updates are approved a	New	August 2023	Research Services	Publication of new Code of Research Conduct and Research Ethics	Additional training materials have been procured to support the training and raising awareness of the expectation that staff and PGR students will act with the highest			

		communication plan to update staff will be in place					standards of research integrity and professional conduct			
ECM3	Ensure managers' report and address incidents of poor research integrity.	See EC13 As part of the review above the process for Implementing and monitoring Research Integrity will be reviewed and communicated.	New	October 2023	Research Services	Two training and information sessions related to the Publication of new Code of Research Conduct and Research Ethics				
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See EC15								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	See EC15								
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Action 1: Input into the review and monitoring process that defines membership of key research committees and steering groups to ensure representative membership. This will include university and school level groups. Action 2: The Staff Forum from research are presenting recommendations for changes in terms of reference to allow more frequent change of leadership and an increase in the leadership team to help support additional formal engagement and report on it via the University Research and Enterprise Advisory Committee.		October 2023 May 2023	Research Services Staff Forum for research	Report to REAC confirming all relevant committees to have researcher representation by 2024 REAC committee to approve new TORs				
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Each school has a representative on the Research and Enterprise Committee who feeds back through the school board and takes responsibility for reporting into the Committee on developments to support a vibrant research environment at culture at school level while also reporting		March 2024 March 2025	Schools	Publication of internal report on activities in March each year as part of mock Research Assessment Framework exercises.				

		back to the school any institutional opportunities reported at Committee.								
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See ECM5						This will be addressed via the employee voice priority aligned to the action from Colleagues' Survey		
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	The annual calendar for researcher development in conjunction with the Staff Forum for Research will include at least 3 opportunities for engagement through specific events planned to inform policy and offer two-way dialogue with policy decision makers.	Yes	Annual calendar released Sept. 2023, Sept. 2024, Sept. 2025	Research Services	Publication of the annual programme with 10 events and flagship programme – Grant Accelerator or Crucible running annually. 70% participants score 3.5/5 or higher on evaluation				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	The terms of reference for the Staff forum for Research are regularly updated and a motion will be proposed to include this obligation in their terms of reference from AY2022/23 to recognise their role in supporting this obligation.	New	October 2023 October 2024	Staff Forum for Research	Change in terms of reference agreed by REAC				
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.										
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Action 1: As part of full Employee Lifecycle Review, improve and standardise recruitment and selection processes and procedures. This will include: <ul style="list-style-type: none">• Overall review of processes and guidance to enhance experience, ensure consistency and attract diverse and talented staff• Review of interview panel compositions to ensure diversity and reduce risks of unintended bias• Monitored completion of unconscious bias awareness	Yes	December 2023		80% of interview panel members to have completed unconscious bias training. For panel chairs, this figure will be expected to be 95% by end 2023.				

		module by interview panel members		September 2024		Attendance and completion rates reported and expected to rise year on year. Diversity of workforce data will improve annually.			
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	A corporate induction will be piloted in 2023 with signpost to researchers' induction. Attendance data and feedback from participants at these inductions will be captured and used to assess their effectiveness and develop the process over the next 2 years.	New	June 2023	POD & Research Services	70% numbers of staff reporting satisfaction with induction and onboarding. 80% of respondents from staff survey or CEDARS to mention positive induction			
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.									
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	New Academic Promotions criteria and pathways to be launched in 2022/23 to recognise the full range of all academic and research staff contributions and the diversity of personal circumstances.	Yes	June 2023	P&OD	Increase in diversity in both applicants and successful candidates for Academic Promotions year on year. Reduction in gender pay gap year on year. Mean Gender Pay Gap 2022: 12.5% - improve to 10%)	Monitoring of ethnicity pay gap will also be undertaken to ensure that an increase in diversity of staff does not negatively impact ethnicity pay gap.		
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See EC14/ECM1							
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 conditions of grant funding.	As part of a UWS wide Digital Transformation Project a review of core and mandatory training will be carried out to inform the selection of the most appropriate digital platform to host all the relevant information in one single place.	New	October 2023	P&OD with support of Digital Transformation Project Board	Launch of central platform with built in analytics. 80% of staff to complete relevant training on time.					
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See EM2									
ER2	Researchers understand their reporting obligations and responsibilities.	See EM2									
People management											
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.											
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Build on programme of varied development support and training opportunities. Work towards a regular schedule of events that can be offered annually to help staff with planning their time and activities. New sessions planned for this group of staff: PI masterclass, Crucible	Yes	September 2023,24,25	Research Services with support from other teams across UWS	Ensure uptake is in line with similar programmes at UWS (between 20 to 40 staff per offering) evaluate sessions and aim for 4 out 5 of STAR rating.					
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.	Action1: Review and improve My Contribution (performance management process) and associated procedures for reward and recognition. Implement a fit for purpose system by 2023/24. Action 2: HR will provide a managers' checklist for line managers of research staff to engage with their team openly and fully ensuring that all topics such as training and development, working practices, REF preparedness, etc. are covered.	New New	May 2023 October 2023	P&OD	Action 1: Monitoring of utilisation and engagement will begin 2023/24 and 10% improvement expected on an annual basis. Responses to colleague survey Question My manager encourages my development improvement to 75% positive (68% 2022) Action 2: Completion and provision of checklist by end of	Also linked to improved statistics within Academic Promotions				

						2023 and increase year on year of utilisation data.60% checklist completions by 2023; up to 80% by 2025				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See E14								
EM4	Managers actively engage in regular constructive performance management with their researchers.	See E15 Action 1								
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	How to manage your review session pilot to be rolled out across UWS supporting staff with the review process and understanding its importance	New	May 2024	P&OD with support from Research Services	40 attendees and 30 evaluation forms submitted.				
Job security										
The aim of this obligation is to improve the job security of researchers.										
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.	Evaluate current processes and move from fixed term to open ended contracts, requirement of funding etc.	Yes	January 2024	P&OD	Review of FTC process to provide baseline for reduction in fixed term contracts. Length of service and attrition rates of researchers to be monitored as part of this process year on year.				
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										

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.	At UWS we consider all researchers equal and therefore all webinars, courses or resources are open to all researchers. Ensure that all funds are set aside for researcher development and places are reserved for research staff on fixed term contracts on all flagship academic staff development programmes including Grant Accelerator UWS Crucible Women in Leadership PGR Supervisor Development UWS Research Festival – opportunity to present work and host sessions Working more closely with school to develop bespoke sessions	Yes	Researcher Development Programme published September 2023 September 2024 September 2025	Research Services	Monitor uptake in line with other activities (attendance between 20 and 50 staff) and aim for 4 out of 5 rating for event evaluation					
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Develop a UWS wide monitoring system/database to track attendance and uptake of all training sessions in development programme	New	January 2025	P&OD with ITDS and Research Services	Launch and test system by 2024					
PCDM 3	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.	see PCDI6									
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.	Better incorporated feedback loop from the annual review process to ensure development activities are offered in line with staff needs and taken up by staff, increasing awareness of development opportunities via line manager, directors of research and school deans	New	December 2025	P&OD And Research Services and IDTS	Implementation of a system that enables monitoring and reporting of requested development					
Career development reviews											
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.											

PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	See EM4								
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See EI5								
PCDM 1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See ECI4 / ECM1 Action 1								
PCDR4	Researchers positively engage in career development reviews with their managers.	See ECI4 / ECM1 Action 1								
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.										
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Continue to remind research staff that UWS offer a professional careers advice service accessible to researchers	Yes	June 2023	Careers Service	Reminder April 2023. 24. & 25				
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, which can be used to support job applications.	See EI5 Action 1								
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.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	See EI4 and PCDI1								

PCDM 4	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.	see EI5								
PCDM 5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	see PCDI6								
Diverse careers										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Taking account of staff feedback, review the current induction process and create an integrated framework accessible online which brings together information about the University in general, about specific roles and areas, and adds researcher development content to the existing online academic induction (add implement, update, review) POD action around corporate induction	New	June 2023	P&OD with Research Services /	Online resources available – monitor uptake and compare to similar resources 80% of staff to report induction completion in colleague survey.				
PCDM 2	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.	Action 1 Roll out Mentoring pilot session for School of Health & Life Sciences Action 2 Vice Principal Research, Innovation and Engagement will Pilot Coffee cup mentoring during AY2022-2023.	New New	January 2023 December 2024	School of HLS PVC RIE	50 staff to take part in pilot in 2023. To be increased to 100 staff by 2025. 20 staff to attend coffee meetings – plan 4 per 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.	See PCDM2								

