

HREiR Action Plan (2025-2028)



Details

<b>Institution name:</b>	University of the West of Scotland
<b>Cohort number:</b>	16
<b>Date of submission:</b>	25.2.26
<b>Institutional context:</b>	<p>At the University of the West of Scotland (UWS), we are more than a university—we are a driver of positive change. As a community placemaker, we champion social inclusion and tackle inequality through transformative education, impactful research, and dynamic knowledge exchange. In April 2025, we launched our ambitious Strategy 2030, rooted in our values and purpose. It focuses on three key goals:</p> <p>Maximising student success                  Creating and applying new knowledge                  Expanding our global impact</p> <p>Since 2016, we've proudly supported the Concordat to support the career development of Researchers and continue to hold the HR Excellence in Research Award. Our 2025–2028 Action Plan builds on this foundation, reaffirming our commitment to a vibrant, inclusive research culture. In 2024, 81% of our researchers said UWS motivates them to do their best—this plan is our response. It carries forward key actions and introduces new priorities to ensure our researchers feel supported, confident, and empowered to thrive. Through clarity, opportunity, and shared purpose, we're shaping a research environment where everyone can make a meaningful impact. With a small research staff cohort, our success measures in this action plan focus on behaviour and aligning opportunities within our broader research environment, to support research staff engagement.</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	26	
Postgraduate researchers		
Research and teaching staff	806	
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please 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 impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
<b>Environment and Culture</b>									
<b>Awareness and engagement</b>									
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.									
EC11	Ensure all relevant staff are aware of the Concordat.		Phase 1 scoping - JAN 2026 Phase 2-July 2026 Phase 3-July 2027	"People & Wellbeing Head of Sport & Wellbeing & People Experience Manager)  Concordat Steering Group (PVC Research & Innovation)  Research Services (Head of Research & Research Developer)  Marketing and Communications (Head of Marketing and Communications)"	<p>Impact Increased awareness, understanding, and ownership of the Concordat and HREiR principles across the institution, ensuring staff are confident in their responsibilities and informed about the support available to them. This drives a more supportive, development-focused research culture where expectations are clear and consistently upheld.</p> <p>Success Measures                      -Increased engagement with Concordat-related resources and guidance, evidenced by at least 60% of academic employees accessing the Concordat Connect page, monitored via analytics, with annual upward trends.                      -Positive perceptions of the Concordat and related support, demonstrated through researcher and manager feedback via surveys or focus groups, targeting a 10% year-on-year increase in positive sentiment.                      -Greater visibility and uptake of Concordat and HREiR messaging across the research community, with HREiR branding included in over 50% of research staff email signatures within 12 months, followed by a 10% annual increase.                      -Strengthened alignment between Concordat principles and day-to-day practice, reflected in discussions at researcher forums, staff feedback, and engagement with development opportunities.</p> <p>Evidence                      Communication analytics                      - Concordat Connect page views and hit-rate monitoring                      - Engagement patterns over time                      Feedback mechanisms                      - Survey results and focus group themes relating to clarity, usefulness, and awareness                      Visibility indicators                      - Page views, downloads, and engagement analytics for Researcher Development and Culture, Integrity, and Concordat information pages."</p>				
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.		Ongoing Reviewed in line with Policy Review Schedule	People & Wellbeing (People Experience Manager)  Research Services (Researcher Developer)	<p>Impact Awareness and engagement levels increase</p> <p>Success Measures                      - 80% of research managers attend Managers Toolkit Employee Lifecycle session and report 4/5 to evaluation question on awareness of opportunities.                      - 100% of new researchers and research managers attend UWS onboarding programme and post-induction evaluation reports indicate 4/5 impact on policy awareness.</p> <p>Evidence                      - Researcher Development evaluation from onboarding and managers toolkit sessions.</p>				
EC16	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.		May 2026  2026  Quarterly reviews of Athena Swan In development, alongside university enabling plans timeline  June 2026, 2027, 2028	People & Wellbeing (People Experience Manager)  Research Services (Head of Research)	<p>Impact A research environment where quality, culture, and lived experience are continuously reviewed, openly discussed, and actively improved. Regular feedback mechanisms ensure researchers' voices shape priorities, influence decision-making, and inform institutional practice. This results in a more transparent, responsive, and researcher-centred culture aligned with Concordat, EDI, and research integrity expectations.</p> <p>Success Measures                      -Increased participation from researchers in institutional feedback mechanisms, including engagement in Employee Forum research-related feedback requests, particularly those relating to procedures, recognition, and reward.outputs.5% increase annually                      -Strengthened understanding of research culture through a research population engagement score of 65% minimum within a survey                      -Consistent, timely publication of the annual Researcher Development Concordat and Research Integrity reports, with awareness evidenced through EC12 submissions and related metrics.                      -Researchers meaningfully contributing to action plans (e.g., Athena Swan, CoARA, Technicians Commitment) and reporting this as a positive development opportunity through feedback loops or reflective evaluations.                      -Year-on-year increase in "Yes/Definitely" responses to Research Festival evaluation questions regarding engagement and opportunities to shape the research environment, with outcomes and improvement actions presented to the Research &amp; Innovation Committee (RIC).</p> <p>Evidence                      Engagement and participation indicators                      - Attendance and contribution levels at workshops and feedback sessions (see EC12).                      - Number of research staff and managers involved in action-planning initiatives and related reporting cycles.                      Survey-based evidence                      - UWS Survey research-specific scores.                      - Athena Swan, Race Equality Charter, and other culture-focused survey outputs.                      Research culture activity metrics                      - Research Festival evaluation data and annual update reports submitted to RIC.                      - Published annual statements on the Researcher Development Concordat and Research Integrity.</p>				

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>UWS will continue to foster an inclusive, collaborative, and supportive research culture by empowering researchers at all career stages to actively shape, strengthen, and uphold positive research environments. This will be achieved through sustained engagement with institutional values, structured feedback mechanisms, and participation in development opportunities that champion collegiality, equity, and shared responsibility.</p> <p>To support these aims, UWS will:</p> <ul style="list-style-type: none"> <li>-Embed researcher voice and engagement through established feedback mechanisms, including the UWS Surveys, ensuring researchers and their managers regularly contribute insights that shape cultural development and institutional decision-making.</li> <li>-Reinforce expectations and behaviours aligned with a positive culture by actively promoting the UWS Values and Working with Others Framework, ensuring researchers understand the role they play in supporting peers, building inclusive teams, and modelling good research citizenship.</li> <li>-Encourage active participation in collective research environments by guiding staff towards forums where their contributions can have impact, including the UWS Staff Forum for Research and recognised UWS research groupings, ensuring diverse voices are represented in shaping research practice and community.</li> <li>-Strengthen collegiality and support for newer researchers and students by reserving dedicated places for research staff on flagship institutional initiatives such as the UWS Crucible, UWS Research Festival, and programmes within the Researcher Development and People &amp; Wellbeing portfolios. These opportunities promote cross-disciplinary collaboration, peer support, and shared learning across career stages.</li> </ul> <p>Through this sustained, values-led approach, UWS will ensure researchers are not only encouraged but actively supported to contribute to fair, inclusive, and supportive research environments, and to play a meaningful role in strengthening the culture experienced by colleagues and emerging researchers.</p>	Ongoing Review Annually in line with programme data reporting	People & Wellbeing (Talent & OD Specialist) Research Services (REF Policy Partner, Researcher Developer) Staff Forum for Research (ECR Forum leads)	<p>Impact</p> <p>A research culture in which researchers at all career stages actively contribute to building supportive, fair and inclusive environments, resulting in stronger collegiality, enhanced peer support, and consistent modelling of positive research citizenship. Engagement with institutional values and collective forums strengthens community cohesion and ensures that newer researchers and students experience a welcoming, developmental and psychologically safe research environment.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-Increased researcher participation in research-related engagement mechanisms—such as Staff Forum for Research, research groupings, and relevant culture-focused consultation activities—with a target of 5% year-on-year growth in involvement.</li> <li>-Improved collegiality and inclusion scores within relevant UWS survey outputs, demonstrating strengthened perceptions of teamwork, support for newer colleagues, and alignment to UWS Values and Working with Others expectations.</li> <li>-Positive evaluations and reflective feedback from participants in programmes such as UWS Crucible, Research Festival, People &amp; Wellbeing initiatives, and Researcher Development programmes, with year-on-year increases in “Yes/Definitely” responses regarding opportunities to collaborate, connect and contribute to research culture.</li> <li>-Demonstrated researcher representation within institutional development initiatives and action-planning cycles (e.g. Research Festival programmes), evidenced through participation records and reported outcomes.</li> <li>-Increased uptake of cross-disciplinary and peer-support opportunities, such as attendance at research groupings and internal events, reflected in activity monitoring and annual reporting to Research &amp; Innovation Committee (RIC).</li> </ul> <p>Evidence:</p> <p>Attendance, participation and contribution data may include:</p> <ul style="list-style-type: none"> <li>- Staff Forum for Research initiatives</li> <li>- Recognised research groupings membership</li> <li>- Researcher Development and People &amp; Wellbeing programmes</li> <li>- UWS Crucible and Research Festival events</li> <li>-Monitoring of researcher involvement in institutional working groups.</li> <li>-UWS Survey</li> </ul>						
<b>Complete for submission</b>									<b>To be completed only when reporting on action plan</b>		
	<b>Obligation</b>	<b>Action</b>	<b>Carried over from previous action plan?</b>	<b>Deadline</b>	<b>Responsibility</b>	<b>The targeted impact of the action (success measure)</b>	<b>Comments (optional)</b>	<b>Progress update</b>	<b>The actual impact of the action (reporting against the success measure)</b>	<b>Outcome (ongoing/carried forward/no further action)</b>	
<b>Wellbeing and mental health</b>											
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.	<p>UWS will strengthen its institutional commitment to mental health, wellbeing, and healthy workload management by ensuring that researchers and their managers are equipped with the knowledge, frameworks, and resources needed to foster a supportive, balanced, and psychologically safe working environment. This approach will position wellbeing as a core enabler of research quality, staff engagement, and long-term organisational sustainability.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure clear awareness and consistent application of institutional policies and procedures that support wellbeing and work-life balance, enabling managers and researchers to make informed, proactive decisions about workload, boundaries, and personal wellbeing.</li> <li>-Promote and embed the principles of the UWS Way of Working, reinforcing expectations around collaborative working, respect, flexibility, and positive interpersonal behaviours that contribute to a healthy research culture.</li> <li>-Highlight and encourage the use of Flexible Working and Family Friendly Procedures, ensuring that researchers at all career stages—particularly those with caring responsibilities or additional needs—can access supportive arrangements without stigma or disadvantage.</li> <li>-Strengthen workload management practices through outcomes from the Managers Task and Finish Group, enabling evidence-based improvements to planning, prioritisation, and the distribution of responsibilities across research teams.</li> <li>-Support preventative approaches to wellbeing by delivering regular Wellbeing Campaigns that raise awareness, promote healthy habits, and offer practical guidance and resources for both staff and managers.</li> </ul> <p>Through these strategic actions, UWS will build an environment in which good mental health is actively promoted, workloads are sustainable and well-managed, and both researchers and research leaders feel confident in supporting themselves and each other. This values-led, institution-wide approach will contribute to a thriving research community where people can perform at their best.</p>	September 2025 and ongoing as part of Onboarding February 2026 February 2027 February 2028	People & Wellbeing (Wellbeing Specialist) Research Services (Researcher Developer)	<p>Impact:</p> <p>To create a supportive research environment where workload pressures are managed proactively, reducing stress and improving overall wellbeing, and where researchers and managers feel confident in applying wellbeing principles and workload management tools, leading to improved work-life balance and reduced stress levels.</p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>-Increased participation in wellbeing initiatives and campaigns- baseline of 60%</li> <li>-Positive feedback from researchers on workload conversations- 40% baseline</li> <li>-Higher awareness and usage of UWS wellbeing resources- 20% increased in 2026 with 10% annually</li> </ul> <p>Evidence:</p> <ul style="list-style-type: none"> <li>-Baseline and annual survey data on researcher wellbeing and workload satisfaction</li> <li>-Participation rates in wellbeing campaigns and training sessions</li> <li>-Monitoring uptake of flexible working requests and workload planning tools</li> </ul>						
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	<p>UWS will strengthen leadership capability across the institution by ensuring managers of researchers are equipped with the knowledge, skills, and confidence to proactively support mental health, wellbeing, and inclusive team environments. Developing a culture of Inclusive Leadership will be central to this approach, enabling managers to adopt practices that promote psychological safety, fairness, and compassionate people management.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Enhance managers’ understanding of EDI and wellbeing principles through participation in Inclusive Leadership development opportunities and facilitated wellbeing conversations available within the Managers -Toolkit, including discussions on the Employee Assistance Programme and wider organisational support resources.</li> <li>-Ensure managers of researchers are signposted to key institutional wellbeing supports, including the UWS Way of Working, the dedicated Wellbeing site, ongoing Wellbeing Campaigns, and relevant policies such as flexible working and family-friendly procedures, enabling them to guide their teams effectively and confidently.</li> <li>-Strengthen organisational consistency and best practice through the work of the Managers Task &amp; Finish Group, helping to embed shared standards, refine workload and wellbeing approaches, and ensure managers are fully supported in their leadership responsibilities.</li> </ul>	Ongoing Reviewed Annually and in line with programme schedules and Onboarding July 2026 July 2027 July 2028	People & Wellbeing (Head of Sport & Wellbeing, People Experience Manager, EDI Specialist, Wellbeing Specialist)	<p>Impact:</p> <p>Managers demonstrate increased confidence and competence in supporting researcher wellbeing and mental health, resulting in a more inclusive and supportive research culture.</p> <p>Success Outcomes:</p> <ul style="list-style-type: none"> <li>-Higher participation in Inclusive Leadership and wellbeing programmes- at least one wellbeing/leadership session annually per manager</li> <li>-Improved manager satisfaction and confidence scores- evaluations must not be below 5 in net promoter by 2027 (9/10)</li> <li>-Completion rates of mandatory EDI modules- 80% minimum</li> <li>-Increased awareness and use of wellbeing resources and campaigns-10% annual increase till 80% baseline is reached by 2028</li> </ul> <p>Evidence:</p> <ul style="list-style-type: none"> <li>-Participation data</li> <li>-Net Promoter Score (NPS) from training evaluations</li> <li>-Awareness metrics from surveys (e.g., knowledge of wellbeing campaigns, Employee –Assistance Programme, and flexible working procedures)</li> </ul>						
ECM3	Ensure managers promote a healthy working environment that supports researchers’ wellbeing and mental health.	<p>UWS will strengthen its leadership culture by ensuring managers of researchers are fully equipped to promote and maintain healthy, supportive working environments that prioritise wellbeing and good mental health. Through structured development, clear expectations, and consistent guidance, UWS will enable managers to confidently lead teams in ways that uphold the principles of the Concordat and contribute to a positive research culture.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Implement and embed the Managers Toolkit as a core development resource, enabling line managers of researchers to build the skills, behaviours, and knowledge required to foster psychologically safe, inclusive, and wellbeing-focused environments.</li> <li>-Develop and deliver a tailored programme of training for managers of researchers, highlighting Concordat requirements, best practice in people management, and the role of managers in promoting wellbeing, healthy workloads, and supportive team cultures.</li> <li>-Ensure managers understand and fulfil onboarding responsibilities, providing new researchers with a consistent, supportive induction experience that helps establish healthy working patterns, clear expectations, and early access to wellbeing and support services.</li> </ul> <p>Through this structured approach to leadership capability and culture-building, UWS will ensure that managers of researchers are empowered to champion wellbeing, prevent unnecessary pressures, and proactively create the conditions in which researchers can thrive both personally and professionally.</p>	December 2025 -Development July 2025 July 2026 July 2027 July 2028	Research Services (Researcher Developer) People & Wellbeing (Head of Sport & Wellbeing, People Experience Manager, Talent & OD Specialist)	<p>Impact:</p> <p>Managers demonstrate improved confidence and capability in supporting researcher wellbeing, leading to a healthier and more inclusive research culture.</p> <p>Expected Outcomes:</p> <ul style="list-style-type: none"> <li>-A new Managers Toolkit curriculum live by May 2026, tailored for managers of researchers with 80% attendance</li> <li>-At least 70% of managers report increased confidence in supporting researcher wellbeing post-training, net promoter score</li> <li>-Positive Researcher feedback in UWS Survey on Health &amp; Wellbeing themes- 60%+</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>-Training participation and completion rates</li> <li>-Post-training confidence survey</li> <li>-UWS Survey results for Health &amp; Wellbeing indicators</li> </ul>						
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	<p>UWS will ensure that managers of researchers are fully equipped to support flexible, inclusive, and responsive working arrangements by strengthening their knowledge, confidence, and consistent application of institutional policies. This approach reinforces UWS’s commitment to enabling healthy work-life balance, supporting individual needs, and creating research environments that retain and empower talented staff.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure managers are competent and confident in interpreting and applying the UWS Flexible Working Procedure, enabling fair, transparent, and well-informed consideration of flexible working requests and other supportive arrangements for researchers.</li> <li>-Embed flexible working principles into leadership practice through the Managers Toolkit, which provides guidance, case examples, and good-practice frameworks to support evidence-based decision-making.</li> <li>-Reinforce the UWS Ways of Working as a cultural anchor, ensuring managers align team practices with institutional expectations around flexibility, trust-based working, and creating conditions that enable researchers to thrive.</li> </ul> <p>Through this targeted development and consistent policy application, UWS will ensure managers actively support flexible, inclusive ways of working that promote wellbeing, enable equitable career progression, and contribute to a positive and sustainable research culture.</p>	Ongoing Reviewed Annually September 2026 September 2027 September 2028	People & Wellbeing (Head of People Services People Experience Manager, Talent & OD Specialist, Wellbeing Specialist)	<p>Impact:</p> <p>Managers consistently apply flexible working policies within guidelines, fostering a supportive and adaptable research environment.</p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>-100% of managers are aware of flexible working procedures and UWS Ways of Working principles</li> <li>-Positive feedback in UWS Survey on flexibility and wellbeing themes- 60%+</li> <li>-Increased confidence among managers in handling flexible working requests- net promoter score by end 2026</li> </ul> <p>Evidence:</p> <ul style="list-style-type: none"> <li>-Annual audit of manager awareness (via policy communication and toolkit usage)</li> <li>-UWS Survey results on flexibility and wellbeing</li> <li>-Monitoring adherence to flexible working guidelines</li> </ul>						

ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	<p>UWS will empower researchers to take proactive, informed steps to maintain and enhance their wellbeing and mental health by ensuring they have clear visibility and easy access to the full range of institutional support mechanisms. Through consistent communication, values-based messaging, and integration of wellbeing into everyday research culture, UWS will encourage researchers to actively engage with the resources available to them and to prioritise their own health and resilience.</p> <p>To support this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure researchers are fully aware of the breadth of wellbeing and mental health support available, fostering a culture in which seeking support is normalised and encouraged.</li> <li>-Promote ongoing UWS Wellbeing and EDI Campaigns that raise awareness, provide practical tools, and help researchers recognise early signs of stress while encouraging healthy working habits.</li> <li>-Highlight the role of Employee Networks in providing peer support, community, shared experiences, and safe spaces for connection and discussion.</li> <li>-Encourage researchers to make use of the Employee Assistance Programme (EAP), reinforcing the availability of confidential, professional support for emotional, psychological, and practical challenges.</li> <li>-Embed wellbeing into everyday working practices through awareness of the UWS Ways of Working Principles, supporting balance, trust, flexibility, and healthy team dynamics.</li> <li>-Ensure researchers understand relevant UWS procedures, including those related to flexible working and wellbeing, so they can make informed decisions and access support without barriers.</li> </ul> <p>Through this culture-building and empowerment-focused approach, UWS will enable researchers to take ownership of their wellbeing, recognise the importance of self-care in sustaining a healthy research career, and engage actively with the institutional support structures designed to help them thrive.</p>	<p>Ongoing Reviewed Annually</p> <p>September 2026</p> <p>September 2027</p> <p>September 2028</p>	<p>People &amp; Wellbeing (Head of People Services People Experience Manager, Talent &amp; OD Specialist, Wellbeing Specialist)</p> <p>Associate Deans (Research and Innovation)</p> <p>Managers of Researchers/Pis</p>	<p>Impact</p> <p>To empower researchers to proactively engage with wellbeing resources and adopt practices that support mental health and work-life balance. Researchers actively engage with wellbeing initiatives and demonstrate increased awareness of available support, contributing to a healthier and more inclusive research culture.</p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>-At least 60% of research staff attend one wellbeing or EDI event per year</li> <li>-Positive feedback in UWS Survey on wellbeing and mental health themes- 60% +</li> <li>-Increased awareness and usage of wellbeing resources (EAP, campaigns, networks)- 10% annual increase until 80% baseline in reached by 2028</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Participation rates in wellbeing and EDI events</li> <li>-Annual UWS Survey results</li> <li>-Monitoring engagement with wellbeing resources and campaigns</li> </ul>			
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Complete for submission

To be completed only when reporting on action plan

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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**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.	<p>UWS will promote and maintain a healthy, respectful and inclusive working environment by embedding clear, effective policies and practices that prevent discrimination, bullying and harassment, and ensure appropriate support for anyone who raises concerns. Through transparent communication, accessible reporting routes, and consistent reinforcement of institutional expectations, UWS will cultivate a culture where dignity, respect and psychological safety are central to the research experience.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Embed clear information about reporting routes and support mechanisms within the institution-wide communication plan, ensuring all researchers and managers understand how to access help and raise concerns safely and confidently.</li> <li>-Promote awareness of the Report &amp; Support platform to ensure staff understand how to report issues (anonymously or with contact details) and access timely advice and guidance.</li> <li>-Reinforce UWS behavioural expectations through the Working with Others Framework, supporting positive team relationships, respectful communication, and early resolution of interpersonal concerns.</li> <li>-Highlight the availability of the Employee Assistance Programme (EAP), providing confidential wellbeing and psychological support to staff affected by discrimination, bullying, or harassment.</li> <li>-Ensure researchers are aware of relevant UWS Procedures, including policies relating to dignity at work, grievance, complaints, and respectful behaviour, to support fair and transparent processes.</li> <li>-Promote the role of Employee Network Groups in creating supportive communities, amplifying diverse voices, and offering peer support to those who may be disproportionately affected by workplace challenges.</li> <li>-Maintain compliance and awareness of mandatory EDI learning modules, ensuring all staff receive baseline training that supports prevention, early intervention, and shared responsibility for a respectful workplace.</li> <li>-Embed expectations around research integrity and respectful conduct through the Code of Research Practice and Research Ethics, emphasising ethical behaviour, fairness, and a safe research environment.</li> </ul> <p>Through this integrated, proactive and values-driven approach, UWS will foster a research culture where all staff feel safe, supported and empowered to speak up, and where discrimination, bullying and harassment are consistently challenged through clear policies, strong leadership and accessible support mechanisms.</p>	<p>March 2026</p> <p>2026 (bi-annual survey/reviewed annually in line with MyContribution timelines (July 2026, 27, 28)</p>	<p>People &amp; Wellbeing (Head of Sport &amp; Wellbeing, People Experience Manager, EDI Specialist)</p> <p>Associate Vice-Principal for Inclusivity</p>	<p>Impact</p> <p>Increased awareness, trust, and confidence among staff in reporting routes, support services, and organisational expectations, leading to a safer, more inclusive working environment where discrimination, bullying, and harassment are proactively addressed and prevented.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-Increased engagement with UWS wellbeing and conduct-related procedures (e.g., Working with Others, UWS procedures, Code of Research Practice &amp; Research Ethics)-</li> <li>-Increased completion rates of mandatory EDI modules, achieving a minimum of 80% compliance across the workforce.</li> <li>-Greater visibility and participation in Employee Network Groups—target to increase membership or participation by 15% by 2027.</li> <li>-Increased engagement with wellbeing support, including the Employee Assistance Programme (EAP), evidenced through year-on-year uplift in usage or awareness metrics.</li> <li>-Improved perceptions of organisational culture, specifically regarding safety, respect, and inclusion—measured through pulse surveys and staff feedback.</li> <li>-Consistent use of “Working with Others” and related behavioural frameworks in practice, reflected in case trends, informal resolutions, and feedback from managers.</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Communication analytics</li> <li>-Click-through/open rates for campaigns</li> <li>-Attendance and engagement levels for EDI modules, network groups, and related development sessions.</li> <li>-EAP intro utilisation statistics</li> <li>-Intranet page views for procedures and support routes</li> <li>-Survey-based indicators</li> <li>-Awareness measures from surveys (e.g., “I understand how to report bullying/harassment”).</li> <li>-ompliance rates for mandatory EDI modules (minimum 80%).</li> </ul>			
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ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	<p>UWS will strengthen its leadership culture by ensuring managers of researchers proactively champion safe, respectful and inclusive working environments in which all staff feel confident to report concerns about discrimination, bullying or harassment. Managers will be supported to understand their responsibilities, use institutional tools effectively, and engage in constructive conversations that reinforce expected behaviours and address issues early.</p> <p>To deliver this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Proactively encourage managers to engage with the Managers Toolkit, ensuring they have access to practical guidance, leadership expectations, and resources that strengthen their ability to respond appropriately and confidently to concerns raised by researchers.</li> <li>-Promote consistent use of Report &amp; Support, enabling managers to understand and communicate clear reporting routes, encourage staff to speak up, and ensure concerns are handled transparently, sensitively and in line with institutional policy.</li> <li>-Reinforce ethical and behavioural expectations through active manager engagement with the Code of Research Practice and Research Ethics, ensuring that discussions about research integrity and respectful conduct are integral to team management.</li> <li>-Embed the Working with Others Framework into leadership practice through My Contribution objective-setting and review conversations, enabling managers to set clear expectations, model positive behaviours, and address early indicators of conflict, disrespect or exclusion.</li> </ul>	<p>Reviewed Annually in line with My Contribution timeline (July 26, 27, 28)</p>	<p>People &amp; Wellbeing (Head of Sport &amp; Wellbeing, People Experience Manager, EDI Specialist, Talent &amp; OD Specialist)</p> <p>Associate Vice-Principal for Inclusivity</p>	<p>Impact</p> <p>Managers demonstrate increased confidence, consistency, and accountability in recognising, addressing, and preventing discrimination, bullying, and harassment. Strengthened manager engagement with institutional frameworks—such as the Managers Toolkit, Report &amp; Support, Working with Others, and the Code of Research Practice &amp; Research Ethics—creates a safer, more transparent, and supportive workplace culture where concerns are addressed early and effectively.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-Improved manager engagement with key tools and frameworks, evidenced by regular use of the Managers Toolkit and proactive signposting to Report &amp; Support.80 % attendance</li> <li>-Increased integration of the Working with Others Framework in My Contribution objectives and review discussions—target: 80% of My Contribution conversations explicitly referencing behavioural expectations.</li> <li>-Year-on-year increase in reporting confidence among staff, captured through surveys (e.g., “I feel confident that my manager would address concerns fairly and promptly”). 10% increase</li> <li>-Completion of targeted manager development modules, including EDI, respect at work, and conflict resolution—80% minimum completion rate.</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>- My Contribution documentation</li> <li>- Objective-setting and review notes showing reference to the Working with Others Framework and manager responsibilities around culture and conduct.</li> <li>- Access rates for Managers Toolkit materials</li> <li>- Report &amp; Support page views or engagement statistics</li> </ul>			
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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.	<p>UWS will foster a culture of accountability, transparency and respect by ensuring researchers are fully informed about the mechanisms available for reporting behaviour that falls short of expected standards, including discrimination, harassment and bullying. By increasing awareness, normalising the use of reporting routes, and reinforcing institutional values, UWS will empower researchers to speak up confidently and help maintain a safe, inclusive and ethical research environment.</p> <p>To deliver this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Increase researchers’ knowledge and understanding of UWS reporting mechanisms, ensuring they are aware of how to raise concerns safely, what to expect from the process, and how reporting contributes to a culture grounded in UWS values and expected behaviours.</li> <li>-Ensure researchers are fully informed about the Code of Research Practice &amp; Research Ethics, including processes relating to misconduct in research, so they recognise unacceptable behaviour and know how to report it through appropriate channels.</li> <li>-Provide clear and accessible information on relevant UWS Procedures, including those relating to dignity at work, complaints, and whistleblowing, ensuring researchers understand the formal frameworks that protect them.</li> <li>-Reinforce awareness of UWS policies, procedures and guidance, ensuring all researchers know where to find these resources and how they support fair, respectful and ethical conduct across the institution.</li> </ul> <p>Through this proactive communication and awareness-raising approach, UWS will equip researchers with the confidence and knowledge to use reporting mechanisms effectively, contributing to a research environment where unacceptable behaviour is challenged and where safety, respect and integrity are collectively upheld.</p>	<p>Reviewed Annually in line with Onboarding and Researcher Development reporting (Sept. 26, 27, 28)</p>	<p>People &amp; Wellbeing</p> <p>PVC Research &amp; Innovation</p> <p>Deans and Associate Dean (Research and Innovation)</p>	<p>Impact</p> <p>Researchers demonstrate strengthened awareness, confidence, and trust in the mechanisms available to report unacceptable behaviour, including discrimination, harassment, and bullying. Clear understanding of UWS policies, procedures, and research-specific conduct frameworks promotes a culture of integrity, safety, and accountability. This results in a research environment where values are consistently upheld, and concerns are addressed transparently and effectively.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-Increased researcher awareness of reporting routes, including Research Misconduct procedures, Code of Research Practice &amp; Research Ethics, and UWS procedures—measured through pulse surveys or onboarding feedback. 4/5 response to evaluation in relevant RD sessions</li> <li>-Clear signposting integrated into research onboarding, local inductions, and research culture activities, reviewed quarterly.</li> <li>-Increased completion of mandatory or recommended EDI and research integrity modules, with a minimum target of 80% compliance.</li> <li>-Demonstrable reference to values and behaviours frameworks in research staff development, mentoring conversations, and My Contribution discussions.</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Updated onboarding and induction materials</li> <li>-Clear inclusion of signposting to Code of Research Practice &amp; Research Ethics, misconduct procedures, and relevant UWS policies.</li> <li>-Page views, downloads, and access patterns for UWS procedures, research integrity content, and reporting guidance.</li> <li>-Survey data</li> <li>-Completion rates for EDI training, research integrity modules, and misconduct awareness sessions.</li> <li>-Qualitative feedback</li> <li>-Themes from researcher forums, listening sessions, or reflective practice groups showing improved awareness and confidence.</li> <li>-Reporting data (anonymised and aggregated)</li> </ul>			
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Complete for submission

To be completed only when reporting on action plan

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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**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.

EC14 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	<p>UWS will strengthen its commitment to an inclusive and equitable research culture by ensuring that all managers of researchers complete relevant equality, diversity and inclusion (EDI) training and actively embed this learning into their leadership practice. By building capability, accountability and continuous learning, UWS will ensure managers model inclusive behaviours, foster psychologically safe teams and contribute to a positive, values-driven research environment.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure completion of mandatory EDI training by all managers of researchers, reinforcing institutional expectations and establishing a strong baseline of understanding across key leadership roles. Mandatory modules include: <ul style="list-style-type: none"> <li>-Psychological Safety in Our Learning and Workspaces</li> <li>-Fostering a UWS Inclusive Culture</li> <li>-Knowledge Check for EDI Modules</li> </ul> </li> <li>=Require managers to review and monitor the completion status of mandatory EDI training within their teams, ensuring accountability for embedding inclusive practice at all levels of the research environment.</li> </ul> <p>Encourage managers to engage in ongoing opportunities to apply and deepen their inclusive leadership practice, supporting the development of diverse, respectful and high-performing research communities.</p>		Ongoing in line with mandatory compliance requirements	<p>People &amp; Wellbeing (People Experience Coordinator &amp; Talent &amp; OD Specialist)</p> <p>Deans</p> <p>Associate Vice-Principal for Inclusivity</p>	<p>Impact</p> <p>Managers of researchers demonstrate strengthened competence, confidence, and accountability in embedding equality, diversity and inclusion (EDI) principles within their teams. Consistent completion of EDI learning—combined with active application of inclusive practices—creates more psychologically safe, respectful, and equitable research environments. This contributes to a culture where inclusive behaviours are modelled, expected, and reinforced across the research community.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>- 80% minimum of all Mandatory UWS EDI training for managers of researchers by 2026, including: <ul style="list-style-type: none"> <li>-Psychological Safety in our Learning and Workspaces</li> <li>-Fostering a UWS Inclusive Culture</li> <li>-Knowledge Check for EDI Modules</li> </ul> </li> <li>-Managers demonstrate oversight of team completions, reviewing and monitoring their researchers' EDI training status at least annually.</li> <li>-Improvement in manager confidence indicators from development evaluations and surveys (e.g., "I feel equipped to support an inclusive and respectful team environment"). 10% annually</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>- Training completion data</li> <li>- Post-training satisfaction scores showing increased confidence, knowledge, and intention to apply inclusive approaches.</li> </ul>				
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	<p>UWS will ensure that all researchers understand, uphold and actively apply the equality, diversity and inclusion (EDI) expectations set out by the University and by external funders. By embedding mandatory training, aligning practice with institutional and funder policies, and ensuring clear access to guidance and standards, UWS will foster a research environment rooted in fairness, integrity and respect.</p> <p>To deliver this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Aim for 100% completion of mandatory EDI training by all researchers, ensuring they have the essential knowledge needed to act in accordance with institutional and funder expectations. Mandatory modules include: <ul style="list-style-type: none"> <li>-Psychological Safety in Our Learning and Workspaces</li> <li>-Fostering a UWS Inclusive Culture</li> <li>-Knowledge Check for EDI Modules</li> </ul> </li> <li>-Ensure researchers understand and adhere to the standards set out in EC15 / ECM2, reinforcing expectations within the Code of Research Practice &amp; Research Ethics, including responsibilities relating to equality, integrity, and the prevention of misconduct in research.</li> <li>-Promote awareness of UWS policies, procedures and guidance, ensuring researchers can act confidently and consistently in line with institutional expectations, including those linked to EDI, dignity at work, and respectful conduct.</li> </ul> <p>Through this structured, compliance-focused and values-driven approach, UWS will ensure researchers are fully aligned with employer and funder EDI requirements and contribute to a research culture characterised by respect, responsibility and equitable practice.</p>		Ongoing in line with mandatory compliance requirements and Research Contracts	<p>People &amp; Wellbeing (People Experience Coordinator &amp; Talent &amp; OD Specialist)</p> <p>Research Services (Research Service Contracts Manager)</p> <p>Associate Deans (Research and Innovation)</p>	<p>Impact</p> <p>Researchers demonstrate clear understanding and consistent application of equality, diversity and inclusion (EDI) expectations set by UWS and external funders. Completion of mandatory EDI training, combined with adherence to the Code of Research Practice &amp; Research Ethics, supports a research culture built on fairness, integrity, psychological safety, and accountability.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>80% completion of all UWS Mandatory EDI training for researchers in 2026 working towards 100% by 2028, including: <ul style="list-style-type: none"> <li>- Psychological Safety in our Learning and Workspaces</li> <li>- Fostering a UWS Inclusive Culture</li> <li>- Knowledge Check for EDI Modules</li> </ul> </li> <li>-80% of Researchers demonstrate awareness of : <ul style="list-style-type: none"> <li>- the Code of Research Practice &amp; Research Ethics</li> <li>- misconduct in research processes</li> <li>- UWS policies, procedures and guidance</li> </ul> </li> <li>-Strong integration of EDI commitments into researcher development, onboarding, and My Contribution discussions. 2026 onboarding to have established session for researchers. 2026/2027 My Contribution to have referenced Concordat commitment in My Contribution</li> <li>-Positive feedback from researchers indicating clarity around expectations and confidence in UWS mechanisms that uphold inclusive research environments. 4/5 satisfaction score in Code of Practice training.</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>- Training completion data</li> <li>- Monitoring reports showing ongoing compliance and refresher uptake.</li> <li>- Engagement with research integrity resources (e.g., UKRIO, ethics webpages, training sessions).</li> <li>- Survey results</li> </ul>				
<b>Complete for submission</b>								<b>To be completed only when reporting on action plan</b>		
	<b>Obligation</b>	<b>Action</b>	<b>Carried over from previous action plan?</b>	<b>Deadline</b>	<b>Responsibility</b>	<b>The targeted impact of the action (success measure)</b>	<b>Comments (optional)</b>	<b>Progress update</b>	<b>The actual impact of the action (reporting against the success measure)</b>	<b>Outcome (ongoing/carried forward/no further action)</b>
<b>Research Integrity</b>										
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.	<p>UWS will ensure that researchers and their managers fully understand, access and apply the institutional procedures, codes and professional standards that underpin high-quality, responsible and ethical research practice. Through clear communication, structured engagement and alignment with institutional values, UWS will foster a culture of integrity, accountability and research citizenship.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure researchers and their managers are aware of all institutional procedures and codes associated with EC12, including the Code of Research Practice &amp; Research Ethics, processes for reporting or addressing misconduct in research, and associated resources such as UKRIO self-paced training that support high standards of responsible research conduct.</li> <li>-Encourage researchers to actively discuss research citizenship and UWS Values—Integrity, Respect, Inclusivity and Accountability—within performance and development reviews, embedding expectations around positive behaviours and responsible research engagement.</li> <li>-Embed the Working with Others Framework into performance and review conversations to reinforce constructive collaboration, respectful communication and the shared responsibilities that contribute to a healthy research environment.</li> <li>-Promote clear visibility and use of UWS policies, procedures and guidance, ensuring all researchers and managers understand where to find authoritative information and how these frameworks support ethical decision-making and high-quality research practice.</li> <li>-Provide all researchers and managers with opportunities to engage with Research and Innovation enabling plans, ensuring they can inform, influence and contribute, reinforcing their stake in shaping a positive research culture.</li> </ul> <p>Through this comprehensive and values-led approach, UWS will support researchers and their managers to consistently uphold the highest standards of research integrity and contribute to a responsible, collaborative and sustainable research culture.</p>		Dec-25	<p>People &amp; Wellbeing (Talent &amp; OD Specialist)</p> <p>Academic Ethics and Integrity Committee, supported by Research Services (Researcher Developer)</p>	<p>Impact</p> <p>Researchers and their managers demonstrate increased understanding and consistent application of institutional procedures, codes of practice, and values that underpin high-quality, ethical, and responsible research. Clear awareness of research integrity expectations, combined with regular discussion of citizenship, UWS Values, and the Working with Others Framework, strengthens a culture of accountability, professionalism, and shared responsibility across the research community.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>Increased awareness among researchers and managers of the Code of Research Practice &amp; Research Ethics, misconduct procedures, and supporting resources (including UKRIO self-paced training). 80% baseline through: <ul style="list-style-type: none"> <li>- Updated communications and research integrity resources</li> <li>- Signposting to Code of Research Practice, research ethics, misconduct procedures, and UKRIO trainin in Induction, via relevant workshops and on intranet</li> <li>-Integration of UWS Values (Integrity, Respect, Inclusivity, Accountability) and the Working with Others Framework into My Contribution/performance review discussions — target: 80% of reviews explicitly reference values, citizenship, or research integrity.</li> <li>-Increased uptake of UKRIO training and other research integrity materials, with at least 70% engagement across researchers.</li> <li>-Consistent signposting to institutional procedures through See, induction processes, and research culture communications.</li> <li>-Improved confidence scores in research culture or integrity-related survey items (e.g., "I understand the expectations of responsible research conduct at UWS").</li> <li>-Active participation of researchers and managers in Research &amp; Innovation enabling plans and research culture activities 10% improvement annually</li> </ul> </li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>- Training and development analytics</li> <li>- Completion or engagement rates with UKRIO modules, research integrity materials, or related development opportunities.</li> <li>- My Contribution documentation, Notes demonstrating discussion of UWS Values, citizenship, Working with Others, and responsible research practice expectations.</li> <li>- Research culture survey results</li> </ul>				
ECM3	Ensure managers report and address incidents of poor research integrity.	<p>UWS will ensure that managers of researchers understand their responsibilities in identifying, reporting and addressing concerns related to poor research integrity. By embedding clear processes, strengthening leadership capability and providing structured, ongoing training, UWS will maintain a culture of transparency, accountability and high ethical standards across its research community.</p> <p>To enable this, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure managers are fully aware of and able to apply the Procedure for Investigating Allegations of Misconduct in Research, providing a clear and robust framework for handling allegations in a fair, transparent and timely manner.</li> <li>-Embed integrity and ethical leadership responsibilities within the Managers Toolkit, ensuring that managers understand their roles in upholding responsible research practices, supporting ethical decision-making, and responding effectively to concerns raised within their teams.</li> <li>-Include the Code of Research Practice &amp; Research Ethics—and expectations related to research misconduct—as a core component of Research Onboarding, ensuring new researchers and their managers understand the standards and processes from the outset.</li> <li>-Deliver at least one annual institutional information session focused on the misconduct procedure, reporting routes, and practical guidance on applying the framework, ensuring managers remain confident and up to date in their responsibilities.</li> </ul> <p>Through this structured, capability-building and policy-aligned approach, UWS will ensure that managers actively uphold research integrity, respond appropriately to concerns, and contribute to a research culture grounded in responsibility, accountability and the highest standards of professional conduct.</p>		January 26, reported annually in Researcher Development feedback	<p>PVC Research &amp; Innovation</p> <p>Head of Research</p> <p>People &amp; Wellbeing (Talent &amp; OD Specialist)</p>	<p>Impact</p> <p>Managers demonstrate strengthened confidence, consistency, and accountability in identifying, reporting, and addressing issues of poor research integrity. Clear understanding of the Procedure for Investigating Allegations of Misconduct in Research—supported by appropriate training, onboarding, and tools—ensures that concerns are handled transparently, fairly, and in line with sector-wide expectations. This contributes to a culture of integrity, ethical practice, and responsible research leadership across UWS.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-Increased awareness among managers of the Procedure for Investigating Allegations of Misconduct in Research, evidenced through participation in annual information sessions. 80% baseline for 2026 rising to 100% in 2028</li> <li>-Consistent use of the Managers Toolkit, showing that research managers are accessing guidance on their responsibilities relating to ethics, integrity, and the handling of concerns. 10% annually</li> <li>-Clear incorporation of Research Integrity content into Research onboarding, ensuring new researchers and managers understand expectations early. Dedicated session within onboarding</li> <li>-Improved confidence scores from pulse surveys or post-session evaluations, particularly relating to recognising and reporting potential misconduct.60% 2026 baseline rising annually</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Training and event participation data (inc. attendance, satisfaction score and qualitative feedback)</li> <li>- click rate on Managers Toolkit resources</li> <li>- survey data</li> </ul>				

ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	<p>UWS will ensure that all researchers understand and act in accordance with institutional and funder policies relating to research integrity. Through clear guidance, structured support, and integration of integrity expectations into performance, onboarding and funding processes, UWS will foster a research culture defined by ethical practice, accountability and high professional standards.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure researchers have access to a dedicated funding support infrastructure, including specialist expertise such as the Research Contracts Manager, to provide guidance on compliance with funder requirements, contractual obligations, and institutional policies.</li> <li>-Embed research integrity expectations within My Contribution and performance conversations, reinforcing the importance of responsible research conduct, adherence to policy, and the role of researchers in upholding UWS values.</li> <li>-Incorporate research integrity into Research Onboarding, ensuring new researchers are signposted to key policies, expectations and support mechanisms from the outset (in line with ECI2, ECI5 and ECM2).</li> </ul> <p>Promote understanding of core principles and expectations, including:</p> <ul style="list-style-type: none"> <li>-Research Citizenship, emphasising the collective responsibility for maintaining a positive and ethical research environment</li> <li>-UWS Values—Integrity, Respect, Inclusivity and Accountability</li> <li>-The Working with Others Framework, supporting ethical and respectful collaboration</li> <li>-The Code of Research Practice &amp; Research Ethics and procedures relating to misconduct in research</li> <li>-Provide clear access to UWS policies, procedures and guidance, ensuring researchers know where to find authoritative information and how to apply it in their research practice.</li> </ul>	Reviewed annually in line with My Contribution timelines		PVC Research & Innovation Head of Research Research Service Contracts Manager	There is a dedicated resource page, developed from our previous plan. This action is to continue raising visibility of this and this action is incorporated into Research Services planned content for new VLE. Action will be updated accordingly.						
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	<p>UWS will ensure that all researchers understand and confidently use the mechanisms available for reporting concerns related to research misconduct. By embedding clear procedures, codes of practice and reporting routes into onboarding, leadership resources and institutional communication channels, UWS will promote a culture of transparency, responsibility and integrity in which researchers feel supported to speak up.</p> <p>To deliver this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure all relevant research integrity procedures and codes are fully incorporated into UWS Researcher Onboarding, providing new researchers with early, clear and accessible information on how to identify and report potential misconduct.</li> <li>-Embed these procedures within the Managers Toolkit, ensuring that managers can reinforce expectations, guide researchers appropriately, and support a culture where reporting concerns is understood, normalised and encouraged.</li> <li>-Maintain clear visibility and accessibility of procedures, codes and guidance through the UWS Policies, Procedures &amp; Guidance website, ensuring researchers can easily access authoritative information at any time and understand the formal mechanisms that support responsible reporting.</li> </ul> <p>Through this structured and transparent approach, UWS will enable researchers to recognise misconduct, understand their responsibilities, and use institutional mechanisms confidently and appropriately, thereby supporting a research culture built on integrity, accountability and trust.</p>	Annually in Sept 26, 27, 28 in line with Researcher Development reporting		PVC Research & Innovation Head of Research Research Service Contracts Manager People & Wellbeing (Talent & OD Specialist)	<p>Impact: (same as ECM3) Researchers and Managers demonstrate strengthened confidence, consistency, and accountability in identifying, reporting, and addressing issues of poor research integrity. Clear understanding of the Procedure for Investigating Allegations of Misconduct in Research—supported by appropriate training, onboarding, and tools—ensures that concerns are handled transparently, fairly, and in line with sector-wide expectations. This contributes to a culture of integrity, ethical practice, and responsible research leadership across UWS.</p> <p>Success Measures: -Attendance at Research Onboarding and relevant Research Integrity and Ethics workshops within the Researcher Development Programme report 4/5 for being informed about and confident to utilise available tools and resources to deal with matters of research misconduct.</p> <p>Evidence: -Researcher Development evaluation feedback</p>						
<b>Complete for submission</b>										<b>To be completed only when reporting on action plan</b>		
	<b>Obligation</b>	<b>Action</b>	<b>Carried over from previous action plan?</b>	<b>Deadline</b>	<b>Responsibility</b>	<b>The targeted impact of the action (success measure)</b>	<b>Comments (optional)</b>	<b>Progress update</b>	<b>The actual impact of the action (reporting against the success measure)</b>	<b>Outcome (ongoing/carried forward/no further action)</b>		
<b>Policy development</b>												
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.	<p>UWS will recognise researchers and their managers as essential institutional stakeholders and ensure they are meaningfully engaged in organisational policy development, decision-making processes and cultural improvement activities. By embedding structured opportunities for participation and listening, UWS will strengthen shared governance, enhance transparency, and ensure that policies and practices reflect the needs and insights of the research community.</p> <p>To deliver this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Provide researchers and their managers with opportunities to join UWS Employee Networks, enabling them to influence institutional priorities, contribute to inclusive practice and shape policy through diverse community perspectives.</li> <li>-Encourage researchers to participate in the UWS Staff Forum for Research, offering a formal mechanism for researcher voice, feedback and engagement with strategic research matters.</li> <li>-Engage researchers as a defined population in Employee Forum thematic consultations, ensuring their perspectives inform key organisational topics, workforce initiatives and policy development.</li> <li>-Ensure Research Services and researchers contribute to the My Contribution refresh, using staff gatherings, polls and real-time feedback mechanisms to understand experiences, refine processes and better support professional development and performance conversations.</li> </ul> <p>Through these structured participation opportunities, UWS will ensure researchers and their managers play an active role in shaping institutional policy, enhancing organisational culture and strengthening the strategic direction of the University's research environment.</p>	Ongoing In line with UWS review schedule (currently being confirmed)		People and Wellbeing (People Governance Manager, People & Wellbeing Director) PVC Research & Innovation Head of Research Research Service Contracts Manager	<p>Impact Researchers and their managers are recognised and empowered as key institutional stakeholders with clear, structured opportunities to engage in policy development and organisational decision-making. Their involvement strengthens transparency, enhances organisational responsiveness, and ensures that policies, procedures, and cultural initiatives reflect the lived experience and professional needs of the research community. This shared ownership supports a healthier, more collaborative institutional culture where voices from across research career stages meaningfully shape UWS's strategic direction.</p> <p>Success Measures -Increased participation of researchers and managers in UWS Employee Networks, with active contributions to discussions and cultural initiatives. At least 2 researchers join a network annually -Growth in membership and engagement with the Staff Forum for Research, targeting established representation from researchers at all career stages. 10% increase annually -Improved researcher engagement with Employee Forum themed topics, demonstrated through feedback submissions, attendance, or structured consultation outputs. 5% increase annually -Clear evidence of Research Services' involvement in the My Contribution refresh, ensuring researchers and managers are well prepared for key processes (e.g., professional development planning, reflection activities) - 10% of population contribute -At least 60% of researchers reporting that they feel they have formal opportunities to influence policy or organisational decisions.</p> <p>Evidence Attendance and engagement metrics for Employee Networks and the Staff Forum for Research. Consultation outputs - Summary reports, workshop outputs, and feedback documents from research-focused forums and policy consultations. My Contribution refresh documentation - Materials demonstrating Research Services involvement and integration of research-specific needs. - Examples of improved tools, guidance, or training directly shaped by researcher/manager feedback. Survey analytics - Case studies where researcher involvement led to tangible improvements in institutional practice (i.e researcher/managers' input being incorporated into policy drafts or decisions) - Research staff survey</p>	Engagement on Staff Forum activity is not tracked. However, signposting to it within targeted communications is an important aspect of recognising these groups as stakeholders.					
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.	<p>UWS will ensure that managers of researchers are recognised as key contributors to institutional policy development and are actively encouraged to participate in shaping a positive, enabling research environment and culture. By providing structured opportunities for dialogue, consultation and leadership engagement, UWS will strengthen collaborative decision-making and ensure that policy initiatives are informed by the practical insight and experience of those who lead research teams.</p>	Ongoing In line with UWS review schedule currently being confirmed 2028 Employee Forum nominations		Research Services (Research Policy and Information Systems Manager) People & Wellbeing (People Governance Manager, People & Wellbeing Director) Deans and Associate Dean (Research and Innovation)	<p>Impact Managers play an active and visible role in shaping a positive, inclusive, and supportive research environment by engaging meaningfully in institutional policy development and cultural initiatives. Increased manager participation in networks, forums, and feedback mechanisms strengthens the organisational understanding of research culture challenges and opportunities. This contributes to more responsive, co-created policies that reflect lived experience, champion UWS values, and support continuous improvement across the research community.</p> <p>Success Measures -Increased participation of managers in Employee Networks, with representation from research-active areas, at least 1 manager to additionally participate with a year on year improvement. -Active engagement in Employee Forum themed topics, demonstrated through attendance, contributions, or submission of feedback outputs. 5% increase annually -Completion rates of the UWS Colleague Survey among managers of researchers, targeting 70% response rate. -Managers of researchers attend or contribute to Research Culture policy development opportunities, aligned with ECI2 — target: at least 50% engagement annually. -Improved perceptions in survey items relating to manager involvement in shaping institutional culture and policy. 10% annual improvement</p> <p>Evidence Participation records - Attendance data for Employee Networks, Employee Forums, and policy development sessions. - Metrics showing increased manager contribution to themed discussions. - Survey analytics - See ECI2</p>						

EM5	Engage with opportunities to contribute to relevant policy development within their institution.	<p>UWS will ensure that managers and researchers actively engage with institutional policy development by providing structured, meaningful opportunities to contribute their knowledge, experience and insights. Through formal committees, feedback mechanisms and research culture forums, UWS will strengthen participatory governance and ensure that policy decisions are informed by those working directly within the research environment.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Enable managers to contribute to policy development through established committee structures, ensuring leadership perspectives inform strategic decisions across the research and organisational landscape.</li> <li>-Facilitate engagement through the Employee Forum and other relevant initiatives, providing open dialogue spaces where managers and researchers can influence policy priorities, raise challenges and contribute to the evolution of research culture.</li> <li>-Use insights from UWS Surveys to incorporate manager and researcher feedback into policy development, ensuring lived experience informs institutional approaches to wellbeing, inclusion, leadership and working culture.</li> <li>-Integrate feedback from Researcher Development participation into Research and Innovation Committee reporting, ensuring learning, experience and reflections from development programmes feed into strategic planning, governance and policy design.</li> </ul> <p>Through this collaborative, evidence-based and participatory approach, UWS will ensure managers and researchers are active contributors to institutional policy development, supporting a responsive, inclusive and forward-looking research culture.</p>	Ongoing Employee Forum 1 per term UWS Engagement Survey 2026	Research Services  People and Wellbeing (People Governance Manager, People & Wellbeing Director)	<p>Impact Managers of researchers actively contribute to shaping institutional policy through structured engagement in committees, forums, and consultation mechanisms. Their insights—grounded in day-to-day research practice—enhance the relevance, quality, and effectiveness of policies that support a positive research environment. Increased visibility of manager voice within committee and survey processes strengthens shared ownership of research culture improvement and ensures that decision-making reflects lived researcher experience.</p> <p>Success Measures -Consistent participation of managers in committee structures relevant to research and culture (e.g., Research &amp; Innovation Committee, Employee Forum). Target: representation from research-active areas at every meeting cycle. Minimum 60% annually -Increased engagement in UWS Surveys, with managers achieving a 70% participation rate. -Clear integration of Researcher Development feedback into Research &amp; Innovation Committee reporting, demonstrating that manager and researcher insights inform decision-making.</p> <p>Evidence Committee and forum participation records - Attendance and membership lists demonstrating manager involvement in policy-influencing structures. - Survey participation data and analytics - Participation rates and thematic analysis showing manager engagement and influence on policy topics. - Documentation showing how feedback from development activities (e.g., workshops, programmes, focus groups) has been synthesised and reported to Research &amp; Innovation Committee. - Themes from Employee Forums, or other engagement events demonstrating manager perspectives informing institutional priorities.</p>					
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	<p>UWS will empower researchers to play an active and influential role in shaping institutional policies that support a positive, inclusive and enabling research environment. By creating accessible, visible and meaningful opportunities for engagement, UWS will ensure researchers' insights, experiences and priorities directly inform policy development and cultural improvement.</p> <p>To deliver this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Provide researchers with opportunities to join UWS Employee Networks, enabling them to contribute to institutional conversations, influence policy direction and shape inclusive practice through diverse community representation.</li> <li>-Encourage researcher engagement with Employee Forum themed topics, ensuring their lived experience informs organisational priorities and decisions on workforce development, wellbeing and research culture.</li> <li>-Ensure researchers actively participate in the UWS Colleague Survey, providing valuable insights that directly influence action planning, cultural initiatives and policy refinement.</li> <li>-Target researchers for involvement in policy development opportunities (as referenced in EC12), including consultations, working groups and strategic enabling plans, ensuring their perspectives are embedded in the development of policies that shape research environments.</li> </ul> <p>Through this values-driven and participatory approach, UWS will ensure researchers are empowered, supported and encouraged to contribute to policy development, strengthening shared ownership of a positive and sustainable research culture.</p>	Ongoing Employee Forum 1 per term UWS Engagement Survey 2026	Research Services (Research Policy and Information Systems Manager)  People and Wellbeing (People Governance Manager, People & Wellbeing Director)  Deans and Associate Dean (Research and Innovation)  Chair Staff Forum for Research	<p>Impact Researchers actively contribute to shaping institutional policy through meaningful engagement in networks, forums, surveys, and targeted development opportunities. Their lived experience, disciplinary insight, and diverse perspectives help ensure that UWS policies and research culture initiatives are relevant, inclusive, and responsive to the real challenges facing research staff. Increased researcher participation strengthens shared ownership of culture change and supports a more collaborative, transparent, and values-driven research environment.</p> <p>Success Measures -Increased participation of researchers in Employee Networks, with representation improving year-on-year and networks reporting active researcher contributions. At least 1 researcher to additionally participate with a year on year improvement. -Regular engagement with Employee Forum themed topics, demonstrated through participation or feedback submission from researchers. outputs.5% increase annually -Completion rates of the UWS Colleague Survey, targeting at least a 70% response rate among researchers. -At least 50% of researchers engaged annually in policy development opportunities, including research culture consultations, thematic workshops, and activities aligned to EC12. -Evidence of research-specific perspectives incorporated into policy design, strengthening alignment between institutional priorities and researcher needs. -Researchers report feeling empowered and encouraged to shape the research environment, as reflected in feedback or pulse surveys. At least 60% in 2026 improving to 70% in 2028</p> <p>Evidence Participation records - Attendance data for Employee Networks, Employee Forums, and policy development sessions. - Metrics showing increased manager contribution to themed discussions. - Survey analytics - Records of manager input into policy development (e.g., feedback summaries, consultation notes, working group participation). Qualitative feedback, themes from listening sessions, forums, and consultations that reflect active manager involvement in shaping policy. -Network engagement indicators - Contributions to discussions, initiatives, or campaigns coordinated through Employee Networks. - Inclusion of researcher perspectives in discussions, recommendations and action updates.</p>					
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	<p>UWS will ensure that researchers recognise, embrace and act upon their role as key stakeholders within the University and the wider academic community. By creating structured opportunities for engagement, feedback and leadership, UWS will support researchers to contribute meaningfully to policy development, cultural enhancement and sector-wide discourse. This approach reinforces the importance of researcher voice and shared responsibility in shaping the research landscape.</p> <p>To achieve this, UWS will:</p> <ul style="list-style-type: none"> <li>-Encourage researchers to engage proactively with opportunities for policy development, cultural feedback and institutional consultation, including those aligned with ECR5 and other structured mechanisms for researcher voice. These opportunities ensure researchers are active co-creators of a positive and sustainable research culture.</li> <li>-Embed researcher feedback into institutional governance, ensuring insights from Researcher Development participation are captured and reported through the Research and Innovation Committee, enabling researcher perspectives to directly inform strategic decision-making and policy formation.</li> </ul> <p>Through this participatory and values-driven approach, UWS will empower researchers to act as influential stakeholders, contributing to continuous improvement within the institution and playing an active role in shaping the wider academic research environment.</p>	Ongoing Employee Forum 1 per term UWS Engagement Survey 2026  Ongoing, within committee timeline	Deans and Associate Dean (Research and Innovation)  People and Wellbeing (People Governance Manager, People & Wellbeing Director)	<p>Evaluation for the Researcher Development programme is anonymous. Research Staff attendance at activities will provide an indicative measurement of evaluation engagement.</p> <p>Impact Researchers better understand and embrace their role as active stakeholders within UWS and the wider academic community. Through meaningful engagement in policy development, Research Culture feedback mechanisms, and Employee Forum activity, researchers contribute to shaping institutional direction and improving the research environment. Their involvement strengthens collective ownership, enhances transparency, and promotes a culture where researcher voice is valued and embedded in institutional decision-making.</p> <p>Success Measures -Increased engagement of researchers in stakeholder activities, including Research Culture consultations, Employee Forum sessions, and policy development opportunities linked to ECR5. -Regular submission of researcher perspectives into Research &amp; Innovation Committee reporting, especially through synthesised feedback from Researcher Development participation (i.e. festival and reserved places engagement and qualitative feedback) -Improved researcher participation rates in institutional surveys, targeting at least 70% completion for the UWS Colleague Survey in 2026 and 80% in 2028 -Greater awareness among researchers of their role as key contributors to institutional culture, measured through pulse surveys or thematic feedback -Evidence of researcher feedback being incorporated into updated policies, guidance, or Research Culture activities. A minimum of 2 feedback examples per annum</p> <p>Evidence - Research &amp; Innovation Committee reporting - Clear inclusion of themes, recommendations, or feedback coming from Researcher Development programmes and researcher consultations. - Participation data, attendance and engagement metrics for Research Culture activities, Employee Forum themed topics, and policy development sessions. - Survey participation rates and researcher-specific feedback themes informing institutional culture improvements. - Documentation from ECR5 and related initiatives - Records showing how researchers engaged with opportunities and how outputs contributed to culture or policy updates. - Qualitative feedback, themes from listening sessions, researcher networks, Research Development activities, demonstrating growing ownership and participation.</p>					
<b>Complete for submission</b>								<b>To be completed only when reporting on action plan</b>		
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
<b>Employment</b>										
<b>Recruitment and induction</b>										
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.	<p>UWS will foster a fair, transparent and inclusive recruitment culture by embedding consistent, values-based approaches that promote equality of opportunity and remove barriers throughout the hiring process. By ensuring that all research recruitment reflects institutional expectations, legal compliance, and best practice, UWS will cultivate a research environment where diversity is valued, bias is reduced, and candidates experience dignity and respect at every stage. As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure all research recruitment is aligned with institutional standards by maintaining mandatory recruitment panel chair training, reinforcing best-practice guidance, and supporting managers of researchers to apply consistent, equitable approaches.</li> <li>-Develop and embed a values-based interview question bank, created through collaboration with managers of researchers as part of the PCDI2 task and finish group, to strengthen fair decision-making, reduce bias, and ensure alignment with UWS values and behavioural expectations.</li> <li>-Promote inclusive selection practices by supporting panels to apply structured, evidence-based assessment methods, ensuring decisions are transparent, consistent and grounded in merit.</li> <li>-Continue to monitor equal opportunities data across recruitment stages, identifying trends, addressing disparities, and ensuring ongoing compliance with the Equality Act and institutional commitments as a Disability Confident Employer.</li> <li>-Enhance awareness of accessible recruitment routes, ensuring candidates understand available adjustments, and supporting panels to implement reasonable adjustments confidently and consistently.</li> <li>-Embed expectations around fairness, respect and inclusive behaviour within recruitment-related guidance, ensuring all panel members understand their responsibilities in relation to equality, diversity and institutional codes of conduct.</li> <li>-Strengthen communication of recruitment processes to ensure researchers, managers and applicants are aware of clear procedures, support mechanisms and pathways for raising concerns about fairness or accessibility.</li> </ul> <p>Through this strategic, evidence-informed and values-driven approach, UWS will cultivate a research culture where recruitment is equitable, transparent and aligned with institutional commitments to inclusion. By embedding consistent expectations, supporting informed decision-making, and ensuring robust monitoring, UWS will create an environment where diverse talent can flourish and where fair and inclusive recruitment practices are integral to the research experience.</p>	Ongoing Reviewed in line with survey and P&W reporting  Task & Finish group 2026	People & Wellbeing Director People & Wellbeing People Experience Manager	<p>Impact A transparent, fair and values-driven recruitment culture that ensures equitable processes and supports diversity across the research community. Increasing researcher and manager awareness of best-practice recruitment strengthens compliance, helps reduce bias, and ensures recruitment decisions reflect UWS values. Developing a values-based interview question bank enhances consistency and integrity in recruitment practice. Ongoing monitoring of equal opportunities and Disability Confident commitments supports fair access, inclusive recruitment and improved staff experience.</p> <p>Success Measures ≥ 80% of the research population report awareness of UWS best-practice recruitment processes via pulse checks or induction feedback. Recruitment panel chair training completion maintained at 100% for all chairs involved in research-related recruitment. Delivery of a values-based interview question bank developed with active input from Managers of Researchers (PCDI2). Evidence that values-based questions are integrated into all relevant research recruitment processes. Recruitment and selection processes reviewed annually to ensure alignment with Disability Confident Employer standards Recruitment best-practice guidance, values-based resources and panel chair training information embedded within: -onboarding -E bulletin -School communications -Concordat One-Stop-Shop (ECI1) -At least two annual communications reinforcing inclusive recruitment responsibilities.</p> <p>Evidence -Recruitment panel chair training completion records -Contributions to and usage of the values-based interview question bank (PCDI2) -Disability Confident Employer evidence and reviews -Pulse check or survey indicators relating to fairness, inclusion -Onboarding and communications records</p>			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Continue ongoing developments of onboarding pathway as part of existing refresh and communicate as ECI1	Reviewed regularly as part of onboarding in line with ECI1	PVC Research & Innovation Research Services (Head of Research, Researcher Developer) People & Wellbeing				

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**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.

E13	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.	<p>UWS will embed a culture of accountability, fairness and values-driven leadership by ensuring managers of researchers consistently apply transparent recruitment practices and engage meaningfully in career development conversations. Through clear expectations, accessible training and supportive institutional mechanisms, UWS will promote equitable recruitment decisions and foster a research environment where recognition, reward and wellbeing are central to staff experience. As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure managers involved in recruitment can demonstrate compliance with mandatory training, including completion of the recruitment panel chair programme, reinforcing consistent, evidence-based and equitable recruitment practices across all research appointments.</li> <li>-Strengthen accountability in recruitment decision-making by supporting managers to retain robust records of shortlisting outcomes, interview scoring and decision-making processes, promoting transparency, fairness and alignment with institutional standards.</li> <li>-Embed values-aligned development conversations by encouraging managers to undertake regular My Contribution and career development discussions that recognise achievements, identify future aspirations and link staff experience to UWS Values.</li> <li>-Support managers through targeted development, including training and resources delivered through ECI4 and ECM1 (wellbeing and EDI), enabling them to lead compassionate, inclusive and effective conversations around growth, reward and recognition.</li> <li>-Reinforce institutional expectations through the PCDI2 task and finish group, ensuring consistent guidance, tools and shared understanding of values-based leadership, recognition and development for all those managing researchers.</li> <li>-Promote a supportive culture of continuous improvement, encouraging managers to reflect on their practice, seek development opportunities and engage with peer learning to strengthen confidence in recruitment and career development responsibilities.</li> </ul> <p>Through this integrated and values-driven approach, UWS will create a research environment where recruitment decisions are transparent and fair, where managers are equipped to lead inclusive and meaningful conversations, and where recognition and reward are consistently aligned to institutional values and the wellbeing of research staff.</p>	Ongoing Reviewed Annually in line with Researcher Development reporting and in line with survey reporting	People & Wellbeing Head of Sport & Wellbeing People Experience Manager	<p>Impact Researchers gain clarity in navigating their career pathways and understand how their skills, experience and aspirations align with the Academic Career Development Framework. Dedicated support and peer spaces empower researchers to share experiences, ask questions and build confidence in career planning. A transparent and accessible route to provide feedback on recognition and reward strengthens trust, increases motivation and ensures institutional processes respond to what matters most to researchers. This contributes to a more supportive, fair and development-focused research culture aligned with UWS values.</p> <p>Success Measures -≥ 80% of Research Staff report awareness of the Academic Career Development Framework via induction feedback, pulse checks or surveys. -Framework guidance included in 100% of Researcher onboarding and signposted through School communications and the Concordat One-Stop-Shop. -Regular peer "meet-up" sessions established, with ≥ 60% annual participation from Research Staff. -≥ 70% of Research Staff report confidence in mapping their experience to the Academic Career Development Framework. -My Contribution discussions demonstrate increased reference to career development pathways, values and recognition mechanisms. -Reserved places for research staff on relevant programmes (e.g., Crucible, Research Festival) continue to support visibility and recognition. -Evidence that researcher feedback informs People, Culture and Research &amp; Innovation improvement actions. Uplift (+0.5 or above) in survey indicators relating to: -feeling recognised and valued -confidence in career development -transparency of reward and recognition processes</p> <p>Evidence -Onboarding and induction feedback -Attendance and participation data from peer meet-ups -Survey indicators for career development and recognition -My Contribution themes referencing the Academic Career Development Framework -Records of researcher participation in reserved-place development opportunities</p>			
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EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	<p>UWS will embed a culture of accountability, fairness and values-driven leadership by ensuring managers of researchers consistently apply transparent recruitment practices and engage meaningfully in career development conversations. Through clear expectations, accessible training and supportive institutional mechanisms, UWS will promote equitable recruitment decisions and foster a research environment where recognition, reward and wellbeing are central to staff experience. As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure managers involved in recruitment can demonstrate compliance with mandatory training, including completion of the recruitment panel chair programme, reinforcing consistent, evidence-based and equitable recruitment practices across all research appointments.</li> <li>-Strengthen accountability in recruitment decision-making by supporting managers to retain robust records of shortlisting outcomes, interview scoring and decision-making processes, promoting transparency, fairness and alignment with institutional standards.</li> <li>-Embed values-aligned development conversations by encouraging managers to undertake regular My Contribution and career development discussions that recognise achievements, identify future aspirations and link staff experience to UWS Values.</li> <li>-Support managers through targeted development, including training and resources delivered through ECI4 and ECM1 (wellbeing and EDI), enabling them to lead compassionate, inclusive and effective conversations around growth, reward and recognition.</li> <li>-Reinforce institutional expectations through the PCDI2 task and finish group, ensuring consistent guidance, tools and shared understanding of values-based leadership, recognition and development for all those managing researchers.</li> <li>-Promote a supportive culture of continuous improvement, encouraging managers to reflect on their practice, seek development opportunities and engage with peer learning to strengthen confidence in recruitment and career development responsibilities.</li> </ul> <p>Through this integrated and values-driven approach, UWS will create a research environment where recruitment decisions are transparent and fair, where managers are equipped to lead inclusive and meaningful conversations, and where recognition and reward are consistently aligned to institutional values and the wellbeing of research staff.</p>	Ongoing, Reviewed Annually in line with My Contribution timeline (July 26, 27, 28)	PVC (Research and Innovation) People & Wellbeing (Head of People Services, Head of Sport & Wellbeing, People Experience Manager, Edi Specialist) Associate Vice-Principal for Inclusivity Managers of Researchers/Pis	<p>Impact A fair, consistent and transparent recruitment culture, where managers confidently apply best-practice processes and uphold UWS Values in hiring decisions. Ensuring that managers can evidence training compliance and decision-making supports equity, reduces bias, and enhances trust in recruitment outcomes. Embedding values-aligned recognition and reward discussions into My Contribution strengthens staff motivation, enables meaningful career development conversations, and contributes to a positive, ethical and inclusive research environment.</p> <p>Success Measures -100% of recruitment panel chairs involved in research-related recruitment have completed mandatory panel chair training. -Managers can evidence: -documented shortlisting decisions -interview scoring outcomes -adherence to UWS recruitment processes -Managers apply principles from ECI4/ECM1 training (wellbeing and EDI) to ensure reward and recognition discussions are inclusive, fair and values-driven. -≥ 75% of Managers of Researchers report increased confidence (+0.5 or more) in conducting values-aligned career, recognition and reward discussions. -Managers engaged with PCDI2 Task &amp; Finish Group contribute to ongoing improvements in recognition, reward and values-based recruitment practice. -Improvement (+0.5 or above) in survey indicators relating to: -fairness and transparency -feeling valued and respected</p> <p>Evidence -Recruitment panel training records -My Contribution discussion themes referencing values, recognition and reward -Survey indicators on fairness, values and recognition -Records of manager participation in ECI4/ECM1 and PCDI2 groups</p>			
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**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.	<p>UWS will strengthen the competence, confidence and consistency of managers of researchers by ensuring they have clear access to relevant legislation, policies and codes of practice, supported by structured learning pathways and coordinated communication. By embedding strong governance, transparent expectations and targeted development opportunities, UWS will cultivate a research culture rooted in fairness, legal compliance and values-based leadership.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Provide managers with accessible, up-to-date information on legislation, institutional policies and codes of practice through the UWS Intranet and Training Portal, ensuring they can confidently navigate and apply requirements linked to recruitment, employment, wellbeing and research integrity.</li> <li>-Strengthen awareness through coordinated communication, sharing key resources and guidance as part of the institutional engagement campaign (see EC12) to reinforce consistent understanding and application of policy across the research community.</li> <li>-Ensure managers participate in the Managers Toolkit – Employee Lifecycle programme, equipping them with practical skills and knowledge to lead staff effectively across recruitment, induction, development, performance and exit processes.</li> <li>-Promote engagement with Codes of Practice information sessions, enabling managers to deepen their understanding of institutional expectations around conduct, equality, research integrity and safe working environments.</li> <li>-Reinforce learning through ongoing communications, ensuring managers remain informed about updates to policies, training opportunities and legislative changes that shape their responsibilities.</li> <li>-Embed expectations for continuous development, encouraging managers of researchers to utilise available tools, training and guidance to maintain high standards of leadership, support and compliance in all aspects of the research lifecycle.</li> </ul> <p>Through this structured and proactive approach, UWS will ensure managers of researchers are equipped with the knowledge, skills and resources needed to lead confidently and responsibly. By combining accessible policy information with targeted development programmes and strong institutional communications, UWS will cultivate a research environment where good governance, inclusive practice and values-aligned leadership are consistently upheld.</p>	Ongoing Reviewed Annually, in line with My Contribution process and Researcher Development reporting (sept 26, 27, 28)	Managers of Researchers/PIs People & Wellbeing (People Experience Manager, Talent & OD Specialist) Head of Sport & Wellbeing Research Services (Contract Manager, Funding Support Managers)	<p>Impact Managers are equipped with the knowledge and confidence to apply legislation, codes of practice and UWS policies correctly and consistently. Improved access to resources and targeted communication ensures managers understand their responsibilities throughout the employee lifecycle, contributing to fair, transparent and compliant management practices. Engagement with Codes of Practice sessions strengthens research integrity, fosters a supportive culture and ensures UWS Values are consistently embedded in leadership behaviours.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-&gt; 80% of Managers of Researchers report awareness of where to find legislation, codes and policies on the UWS Intranet and Training Portal.</li> <li>-All relevant guidance incorporated into 100% of Manager communications linked to EC12 campaigns.</li> <li>-&gt; 75% of Managers of Researchers complete the Managers Toolkit: Employee Lifecycle module.</li> <li>-Training evaluations indicate increased confidence (4.5 or above) applying UWS policies, codes of practice and legislative responsibilities.</li> <li>-At least two annual information sessions delivered on Codes of Practice, research integrity or policy updates, with &gt;= 60% attendance from Managers of Researchers.</li> </ul> <p>Improvement (+0.5 or above) in Surveys indicators for:</p> <ul style="list-style-type: none"> <li>-trust in leadership</li> <li>-fairness and equality</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Managers Toolkit completion and evaluation data</li> <li>-Attendance and evaluation data from Codes of Practice information sessions</li> <li>-Intranet and Training Portal analytics for policy and legislation access</li> <li>-Survey indicators and themes</li> <li>-My Contribution themes referencing policies, values and codes of practice</li> </ul>					
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	<p>UWS will empower researchers to work confidently, ethically and in alignment with institutional expectations by ensuring clear, accessible pathways to key legislation, codes of practice and policy information. Through consistent communication, structured development opportunities and integrated onboarding, UWS will build a research culture rooted in strong governance, awareness and responsible practice.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Provide researchers with easy access to relevant legislation, codes of practice and institutional policies via the UWS Intranet and Training Portal, ensuring they can navigate essential requirements linked to equality, research integrity, health and safety, and professional conduct.</li> <li>-Reinforce awareness through coordinated communications and engagement activities as part of the EC12 campaign, enabling researchers to understand expectations, institutional standards and updates to policy or good practice.</li> <li>-Embed essential governance information within leadership programmes, supporting researchers who transition into leadership or supervisory roles to understand their responsibilities in managing people, research activity and compliance obligations.</li> <li>-Integrate key policy and legislative information into onboarding processes, ensuring new researchers receive early, clear and consistent guidance to support safe, ethical and values-aligned working from the outset of their UWS experience.</li> <li>-Promote continued engagement with training and resources, encouraging researchers to refresh their knowledge, access relevant modules and stay informed about evolving expectations across the research and regulatory landscape.</li> </ul> <p>Through this structured, transparent and supportive approach, UWS will ensure researchers have the knowledge and confidence to meet institutional, legal and ethical standards. By embedding accessible resources, clear communication and integrated development opportunities, UWS will strengthen a research culture where responsible conduct, compliance and values-driven practice are consistently upheld.</p>	Ongoing Reviewed Annually in line with My Contribution process	Research Staff Managers of Researchers/PIs PVC Research & Innovation People & Wellbeing (People Experience Manager) Head of Sport & Wellbeing Research Services (Contract Manager)	<p>Impact Researchers are able to navigate institutional expectations confidently and apply relevant legislation, codes of practice and UWS policies in their day-to-day research activities. Improved access through multiple, consistent channels (Intranet, Training Portal, Leadership and Onboarding pathways) supports responsible research conduct, strengthens understanding of ethical and governance requirements, and enables researchers to work safely and compliantly. Embedding these resources in communication and engagement campaigns reinforces a culture of transparency, integrity and alignment with UWS Values.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-&gt; 80% of Researchers report awareness of where to find legislation, codes of practice and UWS policies (via onboarding, pulse checks or induction evaluations).</li> <li>-All relevant guidance is featured in 100% of onboarding materials, the Concordat One-Stop-Shop and EC12 communication cycles.</li> <li>-&gt; 60% of Researchers attend or engage with at least one relevant communication, information session or campaign promoting codes of practice annually.</li> </ul> <p>Leadership programmes and Researcher Onboarding include consistent signposting to:</p> <ul style="list-style-type: none"> <li>-legislation</li> <li>-codes of practice</li> <li>-ethics and misconduct processes</li> <li>-organisational procedures and UWS Values</li> <li>-&gt; 75% of participants in leadership or onboarding/leadership programmes report increased confidence (4/5 or above) in accessing and applying institutional guidance.</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Onboarding and induction feedback</li> <li>-Training Portal and Intranet analytics for policy/legislation pages</li> <li>-Pulse check or survey indicators on awareness and confidence</li> <li>-My Contribution discussion themes referencing codes of practice and policy</li> <li>-Attendance and engagement data recorded through EC12 communication cycles</li> </ul>					
ER2	Researchers understand their reporting obligations and responsibilities.	See ER1	Ongoing Reviewed Annually in line with My Contribution process	PVC Research & Innovation UWS Research Integrity Officer (Head of Research) Managers of Researchers/PIs Deans and Associate Deans (Research & Innovation) People & Wellbeing	SEE ER1					
<b>Complete for submission</b>										
<b>To be completed only when reporting on action plan</b>										
	<b>Obligation</b>	<b>Action</b>	<b>Carried over from previous action plan?</b>	<b>Deadline</b>	<b>Responsibility</b>	<b>The targeted impact of the action (success measure)</b>	<b>Comments (optional)</b>	<b>Progress update</b>	<b>The actual impact of the action (reporting against the success measure)</b>	<b>Outcome (ongoing/carried forward/no further action)</b>
<b>People management</b>										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	<p>UWS will strengthen the capability, confidence and consistency of those who lead and support researchers by developing an inclusive, collaboratively designed Managers Toolkit. This Toolkit will provide a clear, structured pathway tailored to the needs of managers of researchers and informed by the expertise of experienced researchers and research staff. Through shared ownership and co-creation, UWS will cultivate a leadership culture grounded in fairness, inclusion and best practice.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Develop a comprehensive Managers Toolkit that consolidates key guidance, procedures and resources to support managers of researchers across the full employee lifecycle, ensuring clarity of expectation and alignment with institutional values.</li> <li>-Co-design the Toolkit through the PCD12 task and finish group, enabling experienced researchers, research staff and academic leaders to shape content that reflects real-world practice, diverse perspectives and the needs of the research community.</li> <li>-Create a structured pathway within the Toolkit, offering accessible modules, step-by-step guidance and practical tools that build capability in areas such as recruitment, wellbeing, EDI, career development, performance, and responsible research conduct.</li> <li>-Ensure the Toolkit reflects inclusive leadership principles, placing emphasis on fairness, transparency, wellbeing, and respectful behaviour in all aspects of managing researchers.</li> <li>-Integrate the Toolkit with existing UWS systems and training, including induction, leadership programmes and mandatory learning, enabling managers to access consistent, joined-up guidance.</li> <li>-Promote the Toolkit through targeted communication, ensuring all current and aspiring managers of researchers are aware of the resource and can apply it to support high-quality people management.</li> </ul> <p>Through this collaborative and values-driven approach, UWS will provide managers of researchers with a practical, accessible and empowering resource that strengthens leadership capability, promotes consistent good practice, and supports a thriving, inclusive research culture.</p>	Yes	Ongoing Reviewed in line with Survey reporting  Task and Finish group 2026	People & Wellbeing Head of Sport & Wellbeing People Experience Manager Research Services (researcher developer)	<p>Impact A dedicated Managers of Researchers pathway within the Managers Toolkit strengthens leadership capability, consistency and confidence in supporting research staff. Co-design with experienced researchers ensures content reflects real practice, diverse research contexts and Concordat expectations. This supports a culture of responsible, values-based leadership, enhances the quality of support provided to researchers, and contributes to an environment where staff feel heard, supported and empowered to thrive.</p> <p>Success Measures</p> <ul style="list-style-type: none"> <li>-Completion of a task/finish group on a 'managers of researchers' pathway within the Managers Toolkit</li> <li>-10% of Managers of Researcher engage in task and finish group to co-design pathway</li> <li>-Roll out of pathway (80% of Manager of Researchers engage with opportunities in year one, reviewed annually thereafter)</li> <li>-Managers report increased confidence (+0.5 or above in evaluations) in:</li> <li>-supporting researcher development</li> <li>-applying Concordat principles</li> <li>-understanding research-specific responsibilities (ethics, integrity, wellbeing, workload, flexible working)</li> <li>-New managers of researchers indicate improved readiness for their role during their first six months (via onboarding feedback).</li> </ul> <p>Evidence</p> <ul style="list-style-type: none"> <li>-Toolkit development documentation and co-design records (PCD12)</li> <li>-Completion and evaluation data for the Manager of Researchers pathway</li> <li>-Survey indicators</li> <li>-My Contribution themes showing application of the pathway</li> <li>-Feedback from participating managers contributing to pathway refinement</li> </ul>				

EIS	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	UWS will enhance the confidence, capability and clarity of managers of researchers by providing structured development opportunities that align with institutional values, expectations and best practice. Through targeted leadership programmes, accessible tools and a clear behavioural framework, UWS will equip managers to lead effectively, consistently and with a strong commitment to wellbeing, inclusion and research excellence.  As part of this commitment, UWS will:  -Support managers through structured leadership development programmes (including the LeadForward Research Leadership Programme), enabling them to build the skills, confidence and knowledge required to lead research teams with clarity, fairness and alignment to UWS Values. -Provide clear, practical guidance through the Managers Toolkit, offering accessible resources and step-by-step support across key aspects of people management, including recruitment, performance, development, wellbeing and responsible research conduct. -Embed the UWS Values and Behaviours Framework within management development, helping managers understand how values-led leadership fosters positive culture, strengthens team relationships and promotes an inclusive research environment. -Develop a Research Managers Checklist, co-created with managers and research staff, offering an annual touchpoint that supports consistency, reinforces responsibilities and encourages year-on-year engagement with best practice. -Promote ongoing reflection and learning, encouraging managers to revisit the Toolkit, the Checklist and leadership resources as part of continuous development and annual planning cycles. -Reinforce expectations through coordinated communication, ensuring managers understand available support, development opportunities and the institutional standards that underpin effective leadership of researchers.  Through this structured and values-aligned approach, UWS will empower managers of researchers with the confidence, clarity and tools they need to lead effectively. By embedding accessible resources, continuous development and strong alignment to institutional values, UWS will strengthen leadership capability and contribute to a positive, inclusive and high-performing research culture.	Ongoing  Reviewed Annually in May 2026, 2027, 28 to support My Contribution preparations	People & Wellbeing  People Experience Manager  Research Services (Research Developer, Head of Research)	Impact Managers of Researchers are clearer, more confident and more consistent in how they apply UWS Values and Behaviours, and how they support research staff across the full employee lifecycle. Leadership development, the Managers Toolkit and a dedicated Research Managers Checklist ensure managers understand expectations, responsibilities and best-practice approaches. This improves staff experience, strengthens research culture, reduces variability between Schools, and enables managers to support researchers effectively, ethically and in alignment with institutional goals.  Success Measures -≥ 60% of Managers of Researchers complete relevant development opportunities, including: -Leadership programmes -Managers Toolkit modules -Values and Behaviours sessions Research Managers Checklist -Checklist fully developed and launched with input from Research & Innovation, People & Culture, and experienced researchers. -≥ 70% uptake of the checklist in year one, increasing annually. -Checklist referenced in induction materials for new managers of researchers. -Managers demonstrate increased confidence (+0.5 or above in evaluations in: -leading research teams -applying UWS Values and Behaviours -conducting My Contribution and development conversations -navigating ethics, wellbeing, EDI and workload responsibilities  Evidence -Participation data for leadership programmes and Managers Toolkit -Development evaluations and pulse check indicators -Uptake and annual review data for the Research Managers Checklist -Colleague Survey indicators				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	UWS will strengthen leadership capability and cultivate a consistent, values-aligned research culture by encouraging managers to actively engage with the full range of development resources available to them. Through proactive communication, structured learning, and clear expectations around role-modelling, UWS will equip managers of researchers to lead with confidence, fairness and alignment to institutional values.  As part of this commitment, UWS will:  -Encourage managers to proactively review the Learning & Development Brochure, ensuring they are aware of the full portfolio of development opportunities that support effective leadership, people management and research culture enhancement. -Promote engagement with relevant Managers Toolkit sessions, providing managers with practical tools, step-by-step guidance and consistent frameworks to support high-quality decision-making across recruitment, wellbeing, performance and development. -Reinforce the importance of values-led role-modelling by encouraging managers to demonstrate positive behaviours through the My Contribution process, setting clear expectations for reflective practice, recognition and growth. -Embed the Working with Others Framework within development conversations, supporting managers to lead teams that embody collaboration, respectful communication and proactive conflict resolution. -Strengthen awareness through targeted engagement, ensuring managers understand how these resources interconnect and how they collectively support high-quality leadership across the research environment. -Encourage ongoing reflection and application, supporting managers to integrate learning into day-to-day practice and to reconnect with development resources at regular intervals throughout the year.  Through this integrated and proactive approach, UWS will empower managers of researchers to lead with clarity, compassion and confidence. By promoting sustained engagement with development resources and reinforcing values-led role-modelling, UWS will strengthen leadership capability and contribute to a positive, inclusive and high-performing research culture.	Ongoing Reviewed Annually July 2026, 27, 28 in line with My Contribution	People & Wellbeing  People Experience Manager  Research Services Researcher Developer	Impact Managers of Researchers are better equipped to lead, support and develop their teams by fully understanding the range of Learning & Development (L&D) opportunities available to them. Increased engagement with the Managers Toolkit and values-aligned frameworks (such as Working with Others) strengthens leadership capability, enhances consistency, and improves staff experience across the research environment. Role-modelling strong performance and development practice through My Contribution helps cultivate collaborative, respectful and values-led research teams aligned with the Concordat principles and UWS Values.  Success Measures -≥ 75% of Managers of Researchers review the annual L&D Brochure and identify relevant opportunities for themselves and their teams. -10% Year-on-year increase in manager participation in key L&D workshops, leadership programmes and Managers Toolkit modules. Managers Toolkit Uptake -≥ 60% uptake of Manager Toolkit sessions specifically relevant to research leadership, research integrity, wellbeing, EDI and team development. -Module evaluations show improved awareness and capability (+0.5 or above) among managers following participation. Leadership Confidence & Capability -≥ 75% of Managers of Researchers report increased confidence (+0.5 or above) in leading development conversations, supporting staff growth and signposting L&D opportunities.  Evidence -Learning & Development Brochure engagement (clicks, downloads, workshop participation) -Managers Toolkit completion and evaluation data -Survey data				
EM4	Managers actively engage in regular constructive performance management with their researchers.	UWS will strengthen the quality, consistency and impact of researcher development by encouraging managers to engage proactively with the My Contribution process or, where appropriate, to align discussions to Career Conversations that reflect contract timelines. Through clear expectations, structured support and alignment to institutional values, UWS will promote meaningful, timely and forward-looking dialogue that supports researcher growth, wellbeing and career progression.  As part of this commitment, UWS will:  -Promote proactive engagement with the My Contribution process, ensuring managers use this structured framework to recognise achievements, identify development needs and support researchers to articulate and progress their career goals. -Encourage flexibility by aligning development discussions to Career Conversations, enabling managers to adapt the timing and format of conversations for fixed-term, project-based or externally funded contracts where traditional annual cycles may not be appropriate. -Support managers through EM1 development resources, providing guidance, good-practice examples and tools that help managers lead meaningful, constructive and values-aligned development discussions. -Reinforce a culture of reflective practice and ongoing growth, ensuring development conversations move beyond compliance and become opportunities for honest dialogue, recognition and long-term career planning. -Ensure conversations reflect UWS Values and Behaviours, supporting managers to embed fairness, respect, wellbeing and collaboration within all development discussions. -Provide clear communication to managers and researchers about expectations, timelines and available support, ensuring development conversations are planned, timely and aligned to individual needs.  Through this structured and values-driven approach, UWS will ensure that development discussions—whether through My Contribution or Career Conversations—are meaningful, consistent and empowering. By supporting managers to lead confident, values-aligned conversations, UWS will strengthen research culture, enhance career development and promote a supportive environment where researchers can thrive.	Ongoing Reviewed Annually in May 26, 27, 28 ahead of My Contribution	People & Wellbeing  Head of Sport & Wellbeing  People Experience Manager  Research Services (Research Developer, Head of Research)	Impact Managers of Researchers consistently support meaningful, values-aligned development and career planning conversations with research staff, regardless of contract type or duration. Ensuring managers know when and how to use the My Contribution process or alternative Career Conversations builds consistency, transparency and fairness across Schools. This improves researcher experience, strengthens development planning, and ensures that fixed-term and early-career researchers receive equitable support in line with Concordat expectations. Alignment with EM1 reinforces wellbeing, workload clarity and constructive dialogue throughout the employee lifecycle.  Success Measures Engagement With My Contribution and Career Conversations -≥ 80% of Managers of Researchers demonstrate active use of either the My Contribution process or Career Conversations, depending on contract timelines. -My Contribution or Career Conversation records show improved clarity of: -objectives -career aspirations -development needs -wellbeing/workload considerations (supported by EM1) -≥ 75% of Managers of Researchers report increased confidence (+0.5 or above) in conducting effective development and career conversations following first cycle of new Managers Toolkit, reviewed annually thereafter. -Managers receive targeted signposting through EM1 and ECI2 to ensure they understand the appropriate process for each staff member. -10% engagement with My Contribution guidance and communications increases year-on-year.  Evidence -My Contribution completion -Survey indicators on development and manager support -Manager participation in EM1-aligned development sessions				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	UWS will foster a collaborative, transparent and supportive research culture by actively involving researchers in the design of a shared understanding of what constitutes a "successful research performance conversation." Through co-creation, open dialogue and alignment with institutional values, UWS will ensure that performance discussions are meaningful, empowering and reflective of the real experiences and needs of the research community.	Reviewed Annually in line with P&W and Researcher Development reporting	Researchers  Managers of Researchers/Pis  Research Services (Research Developer )  People & Wellbeing People Experience Manager  Careers & Employability Manager	Impact Embedding researcher voices in the design of guidance for "successful research performance conversations" ensures the approach reflects real needs, disciplinary variation and lived experience. Co-creating this with researchers increases relevance, trust and uptake, leading to more meaningful, supportive and values-aligned conversations. This strengthens research culture, improves development outcomes, and enhances the quality and consistency of performance discussions across UWS.  Success Measures -A co-design group of researchers (across career stages and Schools) established to shape the "Successful Research Performance Conversations" approach. -≥ 60% participation from research staff in consultation activities (workshops, surveys, meet-ups). -Outputs explicitly reflect researcher priorities, needs and language. --embedding of wellbeing (EM1), integrity, career development and recognition themes -Positive evaluation (≥ 6/7) from pilot groups on clarity, usefulness and applicability. Guidance incorporated in: -My Contribution -Career Conversations for fixed-term researchers -the Managers Toolkit -Researcher Onboarding -Concordat One-Stop-Shop resources -≥ 70% of Managers of Researchers use the guidance during performance discussions within 12 months of launch.  Evidence -Records of researcher co-design engagement -My Contribution themes reflecting improved quality and structure -Survey indicators -Annual review or update records for the guidance				

Complete for submission

To be completed only when reporting on action plan

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
<b>Job security</b>									
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.	<p>UWS will foster a transparent, fair and supportive research culture by engaging the researcher community in a structured review of job security and contract arrangements. Through open consultation, collaborative problem-solving and evidence-informed dialogue, UWS will co-develop proposals that strengthen stability, support wellbeing and enhance the long-term sustainability of the research workforce.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Review current contract types and contractual pathways, ensuring researchers understand existing options, associated rights and institutional constraints, and can identify areas for improvement.</li> <li>-Identify opportunities to enhance job security, drawing on researcher feedback to explore potential improvements in contract models, continuity planning, redeployment approaches and workforce sustainability.</li> <li>-Strengthen trust and shared ownership, demonstrating UWS's commitment to collaborative problem-solving and valuing the lived experience of researchers in shaping future employment practices.</li> </ul> <p>Through this inclusive and evidence-informed process, UWS will create a clear, researcher-centred proposal for contract types that supports greater security, sustainability and fairness. By engaging the research population directly, UWS will build a more confident and supported workforce, and contribute to a research culture where stability, transparency and wellbeing underpin the employee experience.</p>	Yes	12/01/2026	<p>People &amp; Wellbeing (Director of People &amp; Wellbeing, Head of People Services)</p> <p>Researchers</p>	The success measures and evidence will be identified in line with UWS Organisational Change Programme Schedule and confirmed post August 2026.						
<b>Complete for submission</b>										<b>To be completed only when reporting on action plan</b>		
	<b>Obligation</b>	<b>Action</b>	<b>Carried over from previous action plan?</b>	<b>Deadline</b>	<b>Responsibility</b>	<b>The targeted impact of the action (success measure)</b>	<b>Comments (optional)</b>	<b>Progress update</b>	<b>The actual impact of the action (reporting against the success measure)</b>	<b>Outcome (ongoing/carried forward/no further action)</b>		
<b>Professional and Career Development</b>												
<b>Championing professional development</b>												
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.												
PCD11	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.	<p>UWS will strengthen its commitment to researcher development by ensuring dedicated resources, clear access pathways and protected opportunities for all research staff—particularly those on fixed-term contracts—to engage meaningfully in high-quality development programmes. Through strategic allocation of funds, advanced planning and transparent communication, UWS will promote an equitable, values-aligned research culture where ongoing professional growth is embedded and supported.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure that funds are formally set aside each year to support researcher development, safeguarding the sustainability and reach of programmes and enabling equitable access for researchers across all career stages.</li> <li>-Reserve guaranteed places for research staff on fixed-term contracts on flagship researcher development initiatives—including UWS Crucible, UKCGE Recognition, UWS Grant Accelerator and reading groups—supporting those with time-limited roles to participate fully in transformative development experiences.</li> <li>-Produce an annual programme of Researcher Development and People &amp; Wellbeing, aligning opportunities to the needs of researchers, institutional priorities and sector expectations, and ensuring content is relevant, inclusive and impactful.</li> <li>-Promote the annual development programme in advance of the My Contribution planning cycle, enabling researchers and managers to incorporate development opportunities into conversations, goal-setting and forward planning.</li> <li>-Provide clear resources and guidance that support researchers and their managers to plan for the Concordat-aligned expectation of 10 days of professional development (supported by EC1 and the wider action plan).</li> <li>-Integrate wellbeing and personal growth within development offerings, recognising the essential connection between supportive working environments, reflective practice and sustained research excellence.</li> <li>-Reinforce transparency and accessibility, ensuring researchers are aware of development pathways, application processes, eligibility and the institutional commitment to supporting career progression.</li> </ul>		Ongoing Reviewed Annually Sept 2026, 27, 28	<p>Researcher Developer</p> <p>People &amp; Wellbeing People Experience Manager</p> <p>Managers of Researchers/Pis</p>	<p>Impact: Researchers and their managers can plan for opportunities to engage in Researcher Development Programming across their contracts that is relevant</p> <p>Success Measure:</p> <ul style="list-style-type: none"> <li>- no. of Research staff taking up reserved places on flagship programmes</li> <li>-RD programme receives a 4 out of 5 rating for event evaluation.</li> <li>- In Research Festival evaluation, 70% report at least 10 days of professional development (or PT equivalent)</li> </ul> <p>Evidence:</p> <ul style="list-style-type: none"> <li>-Researcher Development evaluation feedback</li> <li>-People &amp; Wellbeing evaluation feedback</li> </ul>						
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	<p>UWS will enhance the quality, transparency and impact of researcher development by systematically monitoring engagement and using evaluation insights to inform continuous improvement. Through data-driven decision-making and reflective practice, UWS will ensure that development programmes remain responsive, inclusive and aligned with the evolving needs of the research community.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Monitor researcher engagement with professional development activities through accurate reporting via the UWS Training Portal, enabling the institution to track participation trends, identify areas of strong uptake, and highlight where additional support or targeted communication may be needed.</li> <li>-Use evaluation data from Researcher Development and People &amp; Wellbeing programmes to understand the effectiveness of learning interventions, gather feedback on researcher experience, and ensure programming remains relevant, high-quality and aligned with institutional priorities.</li> <li>-Integrate insights into annual planning processes, ensuring that programme design, delivery methods and engagement approaches evolve in response to evidence and researcher feedback.</li> <li>-Promote transparency and accessibility of findings, sharing high-level insights with relevant committees, researcher groups and leadership networks to strengthen shared understanding and collective responsibility for development.</li> <li>-Support continuous enhancement of the research culture, using data to inform strategic decisions about resource allocation, programme priorities and the development of new initiatives that respond directly to emerging needs.</li> </ul> <p>Through this data-informed and reflective approach, UWS will ensure that researcher development remains impactful, inclusive and responsive. By embedding robust monitoring and evaluation mechanisms, UWS will foster a research environment where continuous improvement, evidence-based practice and researcher experience are central to institutional development efforts.</p>		Ongoing Reviewed Annually in 2026, 27, 28	<p>Researcher Developer</p> <p>People &amp; Wellbeing (People Experience Manager)</p>	<p>Impact: An improved understanding of development priorities for Research Staff and its impact on programming</p> <p>Success Measure:</p> <ul style="list-style-type: none"> <li>-Participation in RD/People &amp; Wellbeing evaluation and Training Need Analysis Data continues to inform programme development-6 or above in relevant People &amp; Wellbeing programme evaluation, 4/5 in RD</li> <li>-70% of Research Staff book onto relevant opportunities via Training Portal annually</li> </ul> <p>Evidence:</p> <ul style="list-style-type: none"> <li>-My Contribution data</li> <li>-Researcher Development/People &amp; Wellbeing Programme feedback</li> <li>-Training Portal data</li> </ul>						
PCD33	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.	<p>UWS will strengthen its commitment to researcher growth and career progression by embedding clear, consistent and values-aligned approaches to planning professional development time. Through structured conversations, supportive resources and the effective use of institutional tools, UWS will ensure researchers have the time, encouragement and guidance needed to engage in at least 10 days of meaningful professional development annually.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Embed the requirement for a minimum of pro-rata 10 days of professional development within the My Contribution and 1-2-1 process, ensuring managers and researchers work together to outline clear, achievable development plans aligned to individual goals and institutional priorities.</li> <li>-Support managers and researchers with dedicated resources provided ahead of the My Contribution cycle (see EI5) to enable well-informed, reflective and values-led development discussions.</li> <li>-Utilise the Managers Toolkit to guide managers in structuring conversations, identifying opportunities and ensuring development planning is fair, consistent and grounded in best practice.</li> <li>-Incorporate the VRDF (Vitae Researcher Development Framework) into professional development conversations, supporting researchers to align their learning and growth activities with UWS Values, research competencies and longer-term career aspirations.</li> <li>-Promote regular follow-up through 1-2-1s, ensuring development plans are reviewed, adapted and supported throughout the year rather than remaining a one-off annual activity.</li> <li>-Reinforce a culture of continuous learning, encouraging researchers to plan proactively, explore diverse development opportunities and track their engagement across the year.</li> </ul> <p>Through this structured and values-driven approach, UWS will ensure that every researcher has the opportunity, time and support to engage in meaningful professional development. By embedding consistent planning practices and leveraging supportive tools such as My Contribution, the Managers Toolkit and the VRDF, UWS will create a research culture where growth, reflection and ongoing development are central to the researcher experience.</p>	Yes	Ongoing Reviewed Annually, 26, 27, 28	<p>Research Staff</p> <p>Managers of Researchers/Pis</p> <p>People &amp; Wellbeing People Experience Manager</p> <p>Researcher Developer</p>	<p>Impact: Managers of researchers are supported to increase their knowledge of support tools to enable them to have a quality career conversation with the researcher.</p> <p>Success Measure:</p> <ul style="list-style-type: none"> <li>-70% Research Staff complete Training Needs Analysis during My Contribution with their managers</li> <li>-70% of Research Staff book onto relevant opportunities via Training Portal annually</li> <li>-In Research Festival evaluation, 70% report at least 10 days of professional development (or PT equivalent)</li> </ul> <p>Evidence:</p> <ul style="list-style-type: none"> <li>-My Contribution data</li> <li>-Researcher Development Programme feedback</li> <li>-Training Portal data</li> </ul>						

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.	<p>UWS will strengthen its commitment to a supportive, inclusive and development-focused research culture by ensuring researchers have clear access to high-quality development resources, peer learning opportunities and values-aligned guidance. Through proactive communication, dedicated programme access and structured community engagement, UWS will empower researchers to make informed development decisions and participate fully in a thriving research environment.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Provide researchers with an annual development brochure, offering a comprehensive overview of training, development pathways, wellbeing support and institutional opportunities to assist informed planning and decision-making throughout the year.</li> <li>-Facilitate termly 'meet-ups' for research staff, creating a supportive community space for sharing work-in-progress, exchanging professional insights and exploring mentoring approaches that strengthen collaboration and peer-to-peer learning.</li> <li>-Reserve places on Researcher Development and People &amp; Wellbeing programmes specifically for research staff, ensuring equitable access to high-quality development experiences, including those on fixed-term and project-funded contracts.</li> <li>-Embed VRDF (Values-Based Researcher Development Framework) resources within development conversations, supporting researchers and their managers to align growth activities with UWS Values, research competencies and long-term career aspirations.</li> <li>-Promote VRDF resources through wider communications and engagement campaigns (see EC11 and EC12), ensuring researchers have consistent visibility of tools, guidance and support available to enhance their professional development.</li> <li>-Strengthen researcher agency in planning development, encouraging proactive engagement with resources, participation in peer-learning networks and reflective conversations that support career progression and wellbeing.</li> </ul> <p>Through this integrated and supportive approach, UWS will ensure researchers have access to clear, meaningful and empowering development opportunities. By combining structured resources, peer engagement and values-aligned guidance, UWS will cultivate a research culture where continuous learning, collaboration and wellbeing are central to the researcher experience.</p>		Reviewed Annually	Research Staff Managers of Researchers/PIs People & Wellbeing People Experience Manager	'See PCDI1'				
<b>Complete for submission</b>								<b>To be completed only when reporting on action plan</b>		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)	
<b>Career development reviews</b>										
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.	<p>UWS will strengthen leadership capability and promote consistent, values-aligned management of researchers by expanding the Managers Toolkit to include a dedicated pathway for managers of researchers. Through collaborative co-design and inclusive engagement, this development will ensure that the Toolkit reflects real-world needs, diverse perspectives and the lived experiences of those working within the research environment.</p> <p>As part of this commitment, UWS will</p> <ul style="list-style-type: none"> <li>-Develop a tailored pathway for managers of researchers within the Managers Toolkit, providing structured guidance, tools and resources to support effective leadership across recruitment, development, wellbeing, performance and research culture.</li> <li>-Co-design the pathway through engagement with experienced researchers and research staff (see EI4), ensuring content is informed by practical insight, disciplinary diversity and the needs of the research community.</li> <li>-Embed inclusive leadership principles throughout the pathway, aligning guidance to UWS Values, behaviours and institutional expectations for fairness, equity and respectful working relationships.</li> <li>-Ensure the pathway supports managers at all levels, including emerging leaders, established senior researchers and those newly responsible for research staff, fostering consistency in practice and confidence in decision-making.</li> <li>-Integrate the pathway with wider leadership and development resources, ensuring alignment with existing training programmes, the Working with Others Framework, and key institutional policies.</li> <li>-Promote the enhanced Toolkit through targeted communication, ensuring managers of researchers understand the new resources available and how to apply them in supporting a positive research environment.</li> </ul> <p>Through this collaborative and values-driven approach, UWS will equip managers of researchers with a comprehensive, practical and inclusive resource that strengthens leadership consistency and supports a thriving research culture. By co-designing the pathway with those who understand the research environment best, UWS will ensure the Toolkit remains relevant, impactful and driven by the needs of its community.</p>		Task and Finish Group, March 2026	People & Wellbeing People Experience Manager Researcher Developer Manager of Researchers Researchers	Impact: Managers of Researchers co-design development opportunities that work for them and a 'managers of researchers' pathway within the Managers Toolkit is produced.  Success Measure: -60% of Managers of Researchers engage in Task and Finish group.  Evidence: -Task and Finish group engagement and outputs				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	<p>UWS will strengthen evidence-informed decision-making and support a values-aligned research culture by ensuring robust mechanisms are in place to report on key My Contribution data. By integrating information on training needs, values-based behaviours and development themes, UWS will create a clearer understanding of workforce needs and inform the future design of development activities for both managers and researchers.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure systematic reporting of My Contribution data, enabling the institution to identify patterns in development priorities, performance conversations and alignment to institutional expectations.</li> <li>-Analyse training needs data captured through My Contribution, providing insight into skill gaps, emerging priorities and the support required to enhance capability across research teams.</li> <li>-Review Working with Others Framework data, drawing connections to UWS Values and Behaviours to understand strengths, areas for growth and opportunities to strengthen collaborative and respectful culture.</li> <li>-Use insights to inform the continuous improvement of development programmes, ensuring future offerings reflect real areas of interest, capability gaps and evolving workforce needs.</li> <li>-Support managers and researchers through transparent communication, sharing high-level findings to encourage shared responsibility for development and greater awareness of institutional priorities.</li> <li>-Embed data-driven planning within annual development cycles, ensuring My Contribution insights directly shape the Researcher Development, Leadership, People &amp; Wellbeing programmes and associated resources.</li> </ul> <p>Through this structured and evidence-informed approach, UWS will strengthen its ability to identify development needs, align programmes with institutional values and respond proactively to emerging trends. By embedding robust mechanisms for analysing My Contribution, training needs and behavioural data, UWS will support a thriving research culture grounded in continuous learning, transparency and shared growth.</p>		February 2026  September 2026 (identifying areas of interest)	People & Wellbeing Head of Sport & Wellbeing People Experience Manager Talent & OD Specialist	Impact: Researchers and Managers of Researchers report confidence in utilising the support mechanisms for My Contribution and ongoing 1-2-1 conversations.  Success Measure: -Data collected within reviewed Managers Toolkit or My Contribution sessions (at least 60% of Managers engage).  Evidence Programme Data				
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	<p>UWS will strengthen excellence in people management by ensuring that My Contribution and career conversations are consistently applied, values-aligned and reflective of best practice, as outlined in EI5. Through clear expectations, supportive resources and a commitment to meaningful dialogue, UWS will foster a research culture where development, wellbeing and career progression are central to the researcher experience.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Reinforce consistent use of the My Contribution process, ensuring managers and researchers engage in structured, reflective and forward-looking conversations that support achievement, growth and alignment to UWS Values.</li> </ul>		February 2026 September 2026	Managers of Researchers/PIs People & Wellbeing Head of Sport & Wellbeing People Experience Manager Talent & OD Specialist	See EI5				

PCDR4	Researchers positively engage in career development reviews with their managers.	<p>UWS will promote a positive, development-focused research culture by ensuring that researchers are supported and encouraged to engage actively in the My Contribution process and career conversations, in alignment with ER3. Through transparent expectations, supportive resources and values-led guidance, UWS will empower researchers to take ownership of their ongoing professional and career development.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Encourage researchers to engage meaningfully in the My Contribution process, using it as a structured opportunity to reflect on achievements, identify development needs and align goals with both personal aspirations and UWS Values.</li> <li>-Promote high-quality career conversations, ensuring researchers can explore career pathways, development priorities and future ambitions in a supportive, open and constructive environment.</li> <li>-Align expectations with ER3, reinforcing the shared responsibility between researchers and managers in ensuring that development and wellbeing are central to the employment experience.</li> <li>-Provide researchers with clear resources and guidance, enabling them to prepare for conversations effectively, articulate aspirations and identify opportunities for skills development, training and broader career growth.</li> <li>-Highlight the value of consistent participation, ensuring researchers understand how these conversations contribute to long-term career planning, performance recognition, wellbeing and overall research culture enhancement.</li> <li>-Encourage a proactive approach to development, supporting researchers to identify relevant training, mentoring, peer learning and opportunities aligned with the 10-day professional development expectation</li> <li>-Reinforce the importance of values-based dialogue, ensuring conversations reflect UWS Values and foster a culture of openness, fairness and mutual respect.</li> </ul> <p>Through this supportive and values-aligned approach, UWS will ensure that researchers are empowered to fully participate in My Contribution and career conversations. By embedding clear expectations, offering accessible resources and aligning practices with ER3, UWS will strengthen a research culture where development, recognition and career progression are central to the researcher experience.</p>	February 2026 September 2026	Researchers People & Wellbeing Head of Sport & Wellbeing People Experience Manager Talent & OD Specialist	See ER3				
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Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)	

**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.	<p>UWS will enhance the career development experience of research staff by ensuring access to tailored guidance, structured support and values-aligned mentoring opportunities. Through improved visibility of services, strengthened reporting mechanisms and collaborative co-design, UWS will create a supportive environment where researchers can explore career pathways, develop confidence and benefit from high-quality professional development resources.</p> <p>As part of this commitment, UWS will:-</p> <ul style="list-style-type: none"> <li>Ensure the UWS Careers Service provides accessible 1-2-1 career development support for research staff, offering tailored advice on career planning, pathways within and beyond academia, and skills development.</li> <li>-Develop reporting approaches within Careers Service systems to ensure research staff are recognised as a distinct user group, enabling better understanding of engagement patterns, needs and areas for further support.</li> <li>-Inform research staff about available professional development advice, including mentoring opportunities at UWS and careers team support, through consistent communication as part of the wider engagement plan (see EC11).</li> <li>-Develop a dedicated mentoring pathway for researchers, co-designed with the research community to define what effective mentorship looks like and to ensure the model reflects diverse needs and lived experiences.</li> <li>-Use the termly 'meet-up' series (see PCDR1) as a collaborative space to explore expectations, good practice and shared insights that help shape the new researcher-focused mentoring pathway.</li> <li>-Embed values-led principles within mentoring and careers support, ensuring all development activities reinforce fairness, respect, collaboration and wellbeing across the research environment.</li> </ul> <p>Promote visibility and ease of access to careers and mentoring resources, enhancing researcher awareness of support options and encouraging proactive engagement in career planning and development.</p> <p>Through this collaborative and supportive approach, UWS will ensure that research staff have access to meaningful, personalised career guidance and high-quality mentoring opportunities. By strengthening communication, enhancing reporting and co-creating development pathways, UWS will foster a research culture where career progression, wellbeing and professional growth are central to the researcher experience.</p>	Ongoing, reviewed annually Task and finish group (T2 2026)  Reviewed annually, Sept 26, 27, 28	Managers of Researchers/Pis People & Wellbeing Head of Sport & Wellbeing People Experience Manager Talent & OD Specialist Careers & Employability Manager	Impact Research Staff have access to career management advice through dedicated communications and support services Success Measures Research Staff report that they feel supported in career planning (survey) Career Service report all who wanted to engage had an opportunity to Research staff inform mentoring via relevant staff gatherings  Evidenced by: Career Service reporting Research Staff survey Staff gathering engagement stats					
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PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	<p>UWS will strengthen transparency, accessibility and ownership of professional development by ensuring research staff can easily record their learning activity and access the tools required to develop their skills and research profile. Through clear systems, structured support and alignment with values-led development expectations, UWS will promote a research culture where ongoing learning is visible, recognised and supported.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure research staff maintain an accessible record of their professional development through the UWS Training Portal, enabling individuals to track their engagement, reflect on progress and support career planning discussions.</li> <li>-Promote the consistent use of the Training Portal as the central platform for capturing development activities, supporting transparent reporting and enabling researchers to evidence engagement in the Concordat-aligned expectation of 10 days of development annually.</li> <li>-Provide access to training and guidance on the use of PURE, ensuring research staff have the skills and confidence to maintain an accurate and comprehensive research profile, supporting visibility, career development and compliance with institutional requirements.</li> <li>-Integrate PURE training within wider development communications, reinforcing its role within research culture, academic visibility and career progression.</li> <li>-Support managers and researchers to utilise Training Portal records during My Contribution and career conversations, ensuring development activity is recognised, valued and aligned with future planning.</li> <li>-Reinforce a culture of continuous learning, encouraging researchers to take ownership of their development record and engage proactively with available training opportunities.</li> </ul> <p>Through this structured and supportive approach, UWS will ensure researchers have the tools, systems and guidance needed to record, reflect on and progress their professional development. By aligning training systems with wider career and research expectations, UWS will contribute to a research culture where learning is visible, valued and central to the researcher experience.</p>	June 2026 (30% of those at UWS over 6 months)  Ongoing Reviewed Annually (June 2027, June 2028)	Researchers Managers of Researchers/Pis via My Contribution Library ITS Researcher Developer People Experience Manager Associate Deans (Research & Innovation)	Impact: Research Staff (more than 6 months) have an up-to-date PURE Profile, illustrating that importance of a visible, accessible research profile.  Success Measure: 30-50% of research staff have PURE profile Training Portal produces reports staff can use in performance reviews At least 20% of researchers to attend PURE training  Evidence: PURE Training Portal Data				
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**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.	<p>UWS will strengthen the breadth and inclusivity of development opportunities for research staff by facilitating external engagement, enhancing visibility of contribution routes and securing dedicated access to flagship institutional programmes. Through proactive partnership working, clear communication and the equitable allocation of development places, UWS will support researchers to expand their networks, build diverse skills and engage with a wider research ecosystem.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Encourage and, where possible, facilitate external engagement and work-experience opportunities through Knowledge Exchange (KE), strategic partners and external memberships—including engagement with research pools—to broaden researcher skills, networks and sector visibility.</li> <li>-Ensure the Staff Forum for Research and the Researcher Developer includes Research Staff in 'calls for contributors', promoting inclusive involvement in programme design, delivery and participation, and recognising research staff as active contributors to the development landscape.</li> <li>-Reserve places for research staff on UWS flagship researcher development programmes, ensuring equitable access to high-quality opportunities such as UWS Crucible, UKCGE Recognition, UWS Grant Accelerator and reading groups.</li> <li>-Guarantee reserved places for research staff on People &amp; Wellbeing development programmes, including the Managers Toolkit, Women's Leadership Development Programme, Senior Leader Development Programme, and institutional EDI and wellbeing programmes/campaigns, supporting holistic professional growth.</li> <li>-Promote external and internal engagement opportunities through coordinated communication, ensuring research staff are aware of upcoming initiatives, contributor opportunities and pathways for involvement.</li> <li>-Reinforce the value of diverse development experiences, encouraging research staff to explore external partners, interdisciplinary networks and cross-institutional collaborations that expand learning beyond traditional research pathways.</li> </ul> <p>Through this intentional, inclusive and partnership-focused approach, UWS will ensure research staff have access to a wide range of meaningful development experiences both within and beyond the University. By reserving programme places, promoting contributor opportunities and strengthening external engagement pathways, UWS will cultivate a research culture where researchers are empowered, connected and supported to thrive in a dynamic research environment.</p>	Ongoing Reviewed Annually, Sept 26, 27, 28	Managers of Researchers/Pis Research Services (Head of Research, Researcher Developer) People & Wellbeing (Director of HR/People Experience Manager) Staff Forum for Research	Impact: Research Staff lead in UWS development activities. Success Measure: -At least 20% of Research Staff engage in leadership development and share practice with peers, i.e. through Research Staff Gatherings, as specialist contributors to workshops, in relevant committees Evidence: Programme data					
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	<p>UWS will enhance communication, leadership engagement and recognition of research staff by ensuring managers are fully aware of development opportunities and actively support research-led initiatives. Through strengthened communication pathways, inclusive leadership practice and consistent celebration of researcher contributions, UWS will cultivate a research culture where staff feel informed, valued and empowered to showcase their work.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure managers are fully informed of opportunities available to research staff, as part of the reviewed communications and engagement plan (see ECI1), including development activities outlined within PCDI4, enabling managers to guide, encourage and signpost effectively.</li> <li>-Promote clear and consistent communication channels that help managers understand upcoming initiatives, contributor opportunities and development pathways, ensuring they can support research staff to make informed choices about their professional growth.</li> <li>-Encourage managers to lead and actively participate in UWS research groupings, modelling inclusive, collaborative leadership and strengthening the visibility of research communities across the institution.</li> <li>-Support managers to empower research staff to take on leadership roles within research groupings, ensuring staff have opportunities to shape agendas, lead discussions and contribute to strategic research culture activities.</li> <li>-Facilitate opportunities for research staff to showcase and celebrate their work, including through e-bulletins, research grouping meetings, internal communications and other institution-wide platforms that highlight achievements, projects and contributions.</li> <li>-Promote a culture of recognition and shared ownership, encouraging managers to champion the work of their teams and ensure research staff receive visibility for their contributions to research, teaching, KE and culture.</li> <li>-Embed values-led leadership principles, ensuring managers create supportive spaces where research staff feel confident to share progress, celebrate successes and contribute to collective achievements.</li> </ul> <p>Through this integrated and values-driven approach, UWS will ensure managers play an active role in supporting research staff visibility, development and celebration. By strengthening communication, enhancing leadership engagement and promoting inclusive recognition practices, UWS will foster a thriving research culture where staff contributions are widely recognised and opportunities are clearly accessible.</p>	Reviewed Annually in line with P&W reporting (manager toolkit)	Research Services (Head of Research, Researcher Developer, supported by Research group leaders) People & Wellbeing (Director of People & Wellbeing, Head of Sport & Wellbeing, People Experience Manager) Deans, Head of Division	Impact: Managers' report increased confidence to signpost to UWS opportunities for research staff and they are active members of research groupings. Success measure: -At least 50% of research staff are members of a UWS research grouping (relative to the annual population) -Managers Toolkit evaluation is rated 4/5 for awareness of where to signpost to Evidence: -Research Staff survey -Managers Toolkit evaluation data					
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	See E14/E15		See E14/E15	See E14/E15					
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	<p>UWS will foster an inclusive and empowering research culture by ensuring Research Staff can actively participate in institutional leadership initiatives and development opportunities. Through open access to networks, leadership programmes and research community activities, UWS will support Early Career Researchers (ECRs) and Research Staff to build confidence, strengthen leadership capability and contribute meaningfully to the University's research environment.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Enable Research Staff to join and actively participate in the UWS Staff Forum for Research, ensuring they have a meaningful voice in this Early Career Researcher leadership initiative and can contribute to discussions that shape the future of the research environment.</li> <li>-Promote inclusive access to the Staff Forum, encouraging representation from Research Staff across disciplines, contract types and career stages, and supporting them to engage confidently with institutional research priorities and initiatives.</li> <li>-Ensure Research Staff are aware of wider UWS leadership development opportunities, including participation in UWS Crucible, Women in Leadership programmes, reading groups and leadership-focused activities within research groupings.</li> <li>-Encourage Research Staff to take on leadership roles within research groupings, supporting them to develop facilitation, network-building and strategic thinking skills in a supportive, collaborative setting.</li> <li>-Integrate leadership development pathways within institutional communications, ensuring Research Staff can identify opportunities aligned with their skills, interests and career aspirations.</li> <li>-Promote values-based leadership principles, encouraging Research Staff to build leadership identities grounded in collaboration, integrity, respect and UWS Values.</li> <li>-Create opportunities for Research Staff to showcase their leadership contributions, including through research grouping activities, Staff Forum communications and wider institutional platforms.</li> </ul> <p>Through this inclusive and supportive approach, UWS will strengthen leadership pathways for Research Staff and Early Career Researchers. By enabling active engagement in institutional forums and leadership programmes, UWS will cultivate a research culture where all researchers feel empowered to lead, contribute and shape the University's research environment.</p>	Ongoing Reviewed Annually Sept 26, 27, 28	Researcher Developer People & Wellbeing (People Experience Manager, Talent & OD Specialist) Chair of Staff forum for Research Deans and Associate Deans (Research & Innovation)	Impact: Research Staff and Early Career Researchers report increased confidence, visibility, and agency in contributing to leadership conversations within UWS. Participation in the Staff Forum for Research and wider leadership development opportunities strengthens researchers' leadership identity, enhances cross-school collaboration, and supports a culture where researchers feel empowered to shape institutional research strategy and practice. Success Measure: Attendance and participation data from leadership development opportunities (Crucible, Women in Leadership, Reading Groups, Research Grouping activities). 10% increase of uptake annually Research Staff report positively on opportunities to develop their research leadership There is representation of Research Staff in Forum working groups, subcommittees, or leadership tasks. Evidence: Outputs from the Staff Forum for Research, including meeting notes, working group contributions, and action plans demonstrating Research Staff involvement. Attendance records for leadership development programmes and activities, providing an indicative measure of engagement. Research Staff survey Examples of Research Staff leading or co-leading initiatives, discussions, or projects emerging from the Forum or related leadership programmes					
<b>Complete for submission</b>							<b>To be completed only when reporting on action plan</b>			
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
<b>Diverse careers</b>										
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	<p>Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.</p>	<p>UWS will enrich the researcher experience by embedding clear signposting to external networks, engagement opportunities and development pathways from the outset of employment. Through enhanced onboarding, aligned development conversations and proactive communication, UWS will support research staff to connect with the wider research ecosystem, build networks and engage in activities that strengthen their skills, impact and career progression.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure onboarding processes include clear signposting to external research networks, such as Scottish Research Pools and other discipline-specific or cross-sector networks, enabling research staff to access collaborative opportunities from the beginning of their UWS journey.</li> <li>-Encourage research staff to sign up for external events and engagement opportunities, supporting them to build professional networks, engage in interdisciplinary collaboration and enhance visibility within the national and international research community.</li> <li>-Highlight external development and engagement opportunities during My Contribution conversations, ensuring managers and researchers discuss pathways such as Knowledge Exchange initiatives, Impact and Engagement programmes and other external learning experiences.</li> <li>-Provide structured signposting to impact-focused development, including opportunities related to public engagement, industry collaboration, policy influence and researcher-led outreach activities.</li> <li>-Integrate external opportunity signposting within wider development communications, ensuring consistency with the communications and engagement plan and strengthening awareness of sector-wide initiatives relevant to research staff.</li> <li>-Support managers in promoting external engagement, encouraging them to recognise the value of external networks in enhancing researcher skills, wellbeing, progression and research culture.</li> <li>-Reinforce the importance of external engagement as part of a holistic development pathway, ensuring research staff understand how these opportunities complement internal programmes and contribute to wider career aspirations.</li> </ul>	<p>Ongoing Reviewed Annually, June 2026, 27, 28</p>	<p>People &amp; Wellbeing People Experience Manager Researcher Developer Careers &amp; Employability Manager</p>	<p>Impact: Research Staff feel informed, connected, and confident in accessing external development opportunities that enhance their research profile, networks, and career progression. Increased awareness of external engagement routes supports a culture of outward-facing research practice, strengthens interdisciplinary collaboration, and encourages early participation in sector-wide initiatives.</p> <p>Success Measure: -Monitoring the inclusion of external signposting within onboarding materials and induction sessions- quarterly review of onboarding information. -My Contribution discussions capturing whether staff have identified and engaged with external development opportunities. 80% of My Contribution Research Staff report that UWS is providing appropriate professional development for Research Staff and opportunity to engage with relevant external partners/networks (survey)</p> <p>Evidence: Updated onboarding documentation and induction session content demonstrating explicit signposting to external networks and opportunities.</p> <p>-Research Staff Survey -Anonymised My Contribution notes or aggregated themes showing increased awareness and uptake of external development opportunities. -Examples of Research Staff involvement in external networks, events, or collaborative activities emerging from these signposting efforts</p>				
PCDM2	<p>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.</p>	<p>UWS will enhance the career development environment for research staff by ensuring managers actively support engagement with mentoring, career services and flagship development programmes. Through clear guidance, aligned onboarding pathways and consistent use of the Managers Toolkit, UWS will cultivate a supportive culture where researchers feel encouraged and enabled to access opportunities that promote growth, wellbeing and long-term career success.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure managers encourage researchers to engage with mentoring pathways and careers support, proactively signposting opportunities included within new support packs, the Managers Toolkit and enhanced onboarding processes for research staff.</li> <li>-Promote a culture where managers actively champion the use of mentoring, recognising its contribution to confidence-building, skills development, wellbeing and career progression across the research community.</li> <li>-Support managers to integrate mentoring and career guidance discussions into My Contribution and 1-2-1 conversations, ensuring these opportunities are embedded into ongoing development planning and tailored to individual researcher needs.</li> <li>-Ensure managers endorse and support researcher applications to flagship Researcher Development and People &amp; Wellbeing programmes, including initiatives such as UWS Crucible, UKCGE Recognition, Grant Accelerator programmes, leadership pathways and wellbeing offers.</li> <li>-Strengthen communication to managers about available programmes, ensuring they can provide accurate, timely guidance and encourage research staff to take up opportunities that contribute to their 10-day professional development expectation.</li> <li>-Reinforce values-aligned leadership behaviours, encouraging managers to role-model support for continuous development, equitable access to opportunities and recognition of the diverse career pathways open to research staff.</li> <li>-Promote consistency across research teams, ensuring all researchers—regardless of discipline, contract type or career stage—receive the same level of encouragement and support in accessing mentoring, career development resources and opportunities.</li> </ul>	<p>July 2026, 27, 28 (My Contribution) Review mentoring July 2026, then annually thereafter March 27, 28 September 26, 27, 28 (programme engagement)</p>	<p>People &amp; Wellbeing (People Experience Manager, EDI Specialist) Research Services (Researcher Developer) Managers of Researchers/Pis Careers &amp; Employability Manager</p>	<p>Impact: Researchers feel encouraged and empowered to access mentoring, career development services, and flagship development programmes. Increased managerial support strengthens a culture of proactive career planning, enhances researcher confidence in navigating development pathways, and contributes to improved retention, wellbeing, and progression of Research Staff.</p> <p>Success Measure: -Monitoring the proportion of researchers who report being signposted to or encouraged to engage with mentoring and career services during onboarding or My Contribution discussions (recommended target: at least 80%). -Tracking the number of Research Staff applying to and participating in flagship programmes (e.g., Researcher Development, People &amp; Wellbeing initiatives), with manager endorsement recorded as part of the application process. -Uptake data for mentoring schemes and career service appointments, where available. -Research staff report satisfaction with updated mentorship opportunities and signposting, 4 out of 5 in relevant session evaluation.</p> <p>Evidence: -Aggregated, anonymised feedback from My Contribution discussions or evaluation forms showing increased awareness and utilisation of development opportunities. -Updated support packs, Managers Toolkit materials, and onboarding documentation demonstrating clear signposting to mentoring and career services. -Application records for flagship programmes showing manager support or endorsement. -Attendance or engagement data from mentoring schemes and career service activities, providing an indicative measure of uptake.</p>	<p>For the UWS Crucible participants are required to confirm their line managers have agreed the time for their participation. This may be trialled with other programmes over the reporting period.</p>			
PCDR2	<p>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.</p>	<p>UWS will enhance the career support available to research staff by ensuring access to personalised careers guidance and by developing an improved, research-focused mentoring offer. Through targeted improvements to mentoring structures and the creation of a dedicated pathway, UWS will support researchers to explore career options, build confidence and engage in high-quality, values-aligned development conversations.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Ensure researchers can access 1-2-1 career development sessions with the UWS Careers Service, providing tailored advice on career planning, academic and non-academic pathways, skills development and next-step decision-making.</li> <li>-Review the existing UWS mentoring scheme, assessing its accessibility, effectiveness and relevance to the needs of research staff, and identifying enhancements that support stronger engagement and developmental impact.</li> <li>-Develop a dedicated mentoring pathway for research staff, co-designed with the research community to ensure the model reflects diverse research contexts, recognises discipline-specific needs and aligns with UWS Values and behaviours.</li> <li>-Promote consistent signposting to careers and mentoring support, ensuring researchers are aware of opportunities through onboarding, support packs, termly meet-ups and development communications.</li> <li>-Integrate mentoring and career support into professional development conversations, enabling managers and researchers to discuss mentoring needs, identify suitable matches and incorporate goals into My Contribution and 1-2-1 processes.</li> <li>-Ensure the mentoring pathway aligns with wider institutional development priorities, including Researcher Development, People &amp; Wellbeing, and leadership initiatives, creating a coherent and supportive research culture.</li> <li>-Reinforce a supportive, values-driven approach to researcher development, ensuring mentorship and career support foster confidence, wellbeing, personal growth and long-term career sustainability.</li> </ul> <p>Through this proactive and inclusive approach, UWS will ensure that research staff have access to meaningful, personalised career guidance and a high-quality mentoring pathway that supports their professional development and wellbeing. By strengthening both careers provision and mentoring structures, UWS will cultivate a research environment where researchers feel supported, valued and equipped to progress in diverse and fulfilling career journeys.</p>	<p>Reviewmentoring July 2026, then annually thereafter March 27, 28</p>	<p>Researchers Managers of Researchers/Pis Careers Service Research Services (Researcher Developer) People &amp; Wellbeing (People Experience Manager, EDI Specialist) Deans and Associate Deans (Research &amp; Innovation)</p>	<p>Impact Ensuring Research Staff are represented and actively engaged across the UWS Research Festival, Research &amp; Innovation Committee, Concordat Steering Group, and wider Research &amp; Innovation activities strengthens research culture and visibility. Research Staff gain increased access to institutional decision-making, a stronger sense of belonging, and clearer awareness of opportunities that support career development.</p> <p>Regular communication of opportunities via an e-bulletin ensures equitable access to development activities both within and beyond UWS, supporting a transparent and inclusive research environment.</p> <p>Promoting KE opportunities and bringing in guest speakers at Research Staff gatherings enhances Research Staff understanding of pathways for collaboration, impact generation, and skills development, contributing to their career readiness and confidence.</p> <p>Success Measure: -Monitoring allocation and uptake of Research Staff places at the UWS Research Festival (recommended target: a minimum of 10% of festival programme sessions/panels to include Research Staff speakers or contributors). -Tracking Research Staff membership across formal committees and groups such as the Research &amp; Innovation Committee and Concordat Steering Group (recommended target: maintain at least one Research Staff representative on each group annually). -Recording attendance and click-through data for the Research Staff e-bulletin (target: open rate above 60%, engagement/click-through above 30%).</p> <p>Evidence -Festival programme and attendance lists showing allocated Research Staff places and representation in sessions, panels, and contributions. -Membership records for the Research &amp; Innovation Committee and Concordat Steering Group demonstrating Research Staff participation. -Archived editions and analytics from the Research Staff e-bulletin evidencing dissemination of opportunities and engagement levels.</p>				
PCDR6	<p>Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.</p>	<p>UWS will strengthen research culture by ensuring Research Staff have clear pathways to contribute to institutional research activity, participate in high-profile events and engage with opportunities across the wider research system. Through reserved places, strengthened communication and active representation, UWS will promote visibility, leadership and a sense of belonging within the Research &amp; Innovation environment.</p> <p>As part of this commitment, UWS will:</p> <ul style="list-style-type: none"> <li>-Allocate reserved places for Research Staff at the UWS Research Festival, ensuring they have equitable access to present their work, participate in development sessions and contribute to institutional research dialogue.</li> <li>-Enable Research Staff to act as representatives on key institutional groups, including the Research &amp; Innovation Committee and the Concordat Steering Group, strengthening researcher voice and fostering inclusive decision-making</li> <li>-Promote Research Staff awareness of internal engagement opportunities through the UWS Development Brochure, ensuring clear signposting to Research &amp; Innovation initiatives, leadership opportunities, and contributor roles across the University.</li> <li>-Share opportunities across the wider research system through the e-bulletin, including external calls, funding routes, networking events, research pool activities and sector-wide engagement initiatives that broaden networks and visibility.</li> <li>-Support Research Staff engagement through guest speakers at Research Staff gatherings, providing exposure to diverse experiences, sector insights and examples of impactful research careers.</li> <li>-Promote Knowledge Exchange (KE) and impact opportunities at Research Staff events where appropriate, helping staff understand how to contribute to industry collaboration, public engagement and policy influence.</li> <li>-Foster a culture of recognition and inclusion, ensuring Research Staff feel welcomed and encouraged to participate fully in UWS Research &amp; Innovation activities and external research networks.</li> </ul> <p>Through this intentional and values-driven approach, UWS will ensure Research Staff have meaningful opportunities to engage, represent and showcase their work within and beyond the institution. By allocating festival places, strengthening communication and supporting representation, UWS will cultivate a research culture where Research Staff are visible, connected and empowered to contribute to the collective success of the research environment.</p>	<p>Ongoing Reviewed Annually Sept 26, 27, 28</p>	<p>Researchers Managers of Researchers/PI People &amp; Wellbeing ( People Experience Manager, EDI Specialist) Research Services (Researcher Developer, Research Impact and Engagement Manager)</p>	<p>Impact Ensuring Research Staff are represented and actively engaged across the UWS Research Festival, Research &amp; Innovation Committee, Concordat Steering Group, and wider Research &amp; Innovation activities strengthens research culture and visibility. Research Staff gain increased access to institutional decision-making, a stronger sense of belonging, and clearer awareness of opportunities that support career development.</p> <p>Regular communication of opportunities via an e-bulletin ensures equitable access to development activities both within and beyond UWS, supporting a transparent and inclusive research environment.</p> <p>Promoting KE opportunities and bringing in guest speakers at Research Staff gatherings enhances Research Staff understanding of pathways for collaboration, impact generation, and skills development, contributing to their career readiness and confidence.</p> <p>Success Measure: -Monitoring allocation and uptake of Research Staff places at the UWS Research Festival (recommended target: a minimum of 10% of festival programme sessions/panels to include Research Staff speakers or contributors). -Tracking Research Staff membership across formal committees and groups such as the Research &amp; Innovation Committee and Concordat Steering Group (recommended target: maintain at least one Research Staff representative on each group annually). -Recording attendance and click-through data for the Research Staff e-bulletin (target: open rate above 60%, engagement/click-through above 30%).</p> <p>Evidence -Festival programme and attendance lists showing allocated Research Staff places and representation in sessions, panels, and contributions. -Membership records for the Research &amp; Innovation Committee and Concordat Steering Group demonstrating Research Staff participation. -Archived editions and analytics from the Research Staff e-bulletin evidencing dissemination of opportunities and engagement levels.</p>				

\* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information (more rows can be added)	
1	<a href="https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/equality-diversity-and-inclusion-reports/">https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/equality-diversity-and-inclusion-reports/</a>
2	<a href="https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/athena-swain/">https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/athena-swain/</a>
3	<a href="https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/supporting-disabled-employees/">https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/supporting-disabled-employees/</a>
4	<a href="#">University Ethics 1   UWS   University of the West of Scotland</a>
5	<a href="https://www.uws.ac.uk/strategy2030/">https://www.uws.ac.uk/strategy2030/</a>

Abbreviations and glossary (more rows can be added)	
VRDF	Vitae Researcher Development Framework
UWS	University of the West of Scotland
EAP	Employee Assistance Programme
RIC	Research and Innovation Committee
ACDF	Academic Career Development Framework

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CoARA	Coalition of Advancing Research Assessment
EDI	Equality Diversity and Inclusion
PAW	People and Wellbeing
RS	Research Services
HREIR	HR Excellence in Research
RD	Researcher Development
UKRIO	UK Research and Integrity Office
PT	Part Time
MoR	Managers of Researchers
UKCGE	UK Council for Graduate Education
KE	Knowledge Exchange