

Details	
Institution name:	University of the West of Scotland
Cohort number:	16
Date of submission:	25.7.25
Institutional context:	<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.</p> <p>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</p> <p>Creating and applying new knowledge</p> <p>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.</p> <p>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):		

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
EC11	Ensure all relevant staff are aware of the Concordat.	<p>Creation of a comprehensive communication plan to engage our populations on Concordat and HREiR, with Concordat contact points identified for employees across UWS incorporating:</p> <ul style="list-style-type: none">•Concordat One Stop Shop stakeholder pack•Target populations for knowledge transfer•Encourage Researchers to include HREiR logo on email footers <p>Dedicated:</p> <ul style="list-style-type: none">•Onboarding•Ebulletin•School Newsletters•My Contribution development	Y	<p>September 2025</p> <p>Phase 1 scoping</p> <p>Phase 2-TBC</p> <p>Phase 3-TBC</p>	<p>People & Wellbeing Concordat/ HREiR contact points</p> <p>Marketing and Communications</p> <p>Strategic Planning</p>	<p>Communication and Engagement plan delivered</p> <p>Engagement and hit rate to dedicated Connect page (c.400, equivalent to approx. 50% of academic population).</p> <p>Feedback from Researchers and their Managers informs design</p>				
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Ensure research populations are aware of the opportunity to engage in dialogue around policy and procedure creation and review and how their views are represented and sought after through our Employee Forum. Research related policies and procedures here .	N	Ongoing - reviewed in line with Policy Review Schedule	<p>People & Wellbeing</p> <p>Research Services</p>	<p>80% of research managers attend Managers Toolkit Employee Lifecycle session</p> <p>100% of new researchers and research managers attend UWS onboarding programme and post-induction evaluation reports indicate positive impact on policy awareness.</p>				

ECi6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	Continue structures and mechanisms to ensure researchers can engage, participate in shaping the environment and continue to have their voices heard through mechanisms such as: •UWS Colleague Survey 2026 •Race Equality Charter Survey •Athena Swan •Research Culture Action Plan •Research festival	Y	May 2026 2026 Quarterly reviews of Athena Swan In development, alongside university enabling plans timeline June 2026	People & Wellbeing Research Services	Engagement from Researchers in Employee Forum (i.e request for feedback on topics), in particular with procedures, recognition and reward Research population engagement score within UWS Colleague Survey Annual reports/statements on Researcher Development Concordat and Research Integrity published annually. Researchers feed into action plans, as relevant (e.g. Athena Swan, CoARA, Technicians Commitment) Evaluation data from Research Festival				
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.	Continue to engage Researchers and their Managers through the UWS Colleague Survey, UWS Values and Working with Others Framework to ensure Research Staff can actively contribute within a range of research environments, including, the UWS Staff Forum for Research or one of the recognised UWS research groupings. To support this, places are reserved for research staff on programmes such as the UWS Crucible, UWS Research Festival and the wider Researcher Development and People & Wellbeing programmes.	N	Ongoing Review Annually	People & Wellbeing Research Services Staff Forum for Research	Positive participation in UWS Colleague Survey Engagement with Employee Forum from Researchers Engagement and participation on development opportunities to shape culture Research Staff engagement with reserved places maintained or increased from previous action plan.				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECi3	Promote good mental health and wellbeing through the effective management of workloads and people.	Ensure researchers and managers of researchers are aware of the institutional procedures and policies to support wellbeing and a good healthy work life balance Such as: •UWS Way of Working Principles •Flexible Working and Family Friendly Procedures •Workload Management through Managers Task and Finish group •Wellbeing Campaigns	Y	September 2025 and ongoing as part of Onboarding	People & Wellbeing Research Services	Establish baseline figures for research populations in Wellbeing activities Researcher examples within UWS Ways of Working Principles support tools Influenced design of workload conversations for Researchers				
ECi4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Create a culture of Inclusive Leadership, through upskilling Managers knowledge and confidence around EDI and Wellbeing. • Managers of researchers have the opportunity to attend Inclusive Leadership and Wellbeing conversations as part of Managers Toolkit, of which Employee Assistance Programme is discussed •Managers of researchers directed to the UWS support around wellbeing, specifically around UWS Ways of Working, dedicated Wellbeing site, Wellbeing Campaigns and UWS procedures on flexible working •Supported by a Managers Task & Finish Group	Y	Ongoing Reviewed Annually and in line with programme schedules and Onboarding	People & Wellbeing	Participation from Managers on programmes and Wellbeing Campaigns (At least 1 session, annually) Net promoter score increases from evaluations Mandatory EDI module completion data Awareness of Wellbeing Campaigns, Employee networks and Employee Assistance Programme Offerings				

ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Implementation of Managers Toolkit: Develop a programme of training for line managers of researchers highlighting requirements within Concordat (which would include support for line managers to understand onboarding requirements)	Y	December 2025	Research Services People & Wellbeing	Creation of new Managers Toolkit Curriculum for Managers of Researchers 70% of managers at UWS report improved confidence in supporting researcher wellbeing post-training				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Ensure Managers are competent and confident in their understanding and application of UWS flexible working procedure, supported by Managers Toolkit and UWS Ways of Working	Y	Ongoing Reviewed Annually	People & Wellbeing	Flexible Working Requests are adhered to within guidelines Positive UWS Colleagues Survey data 100% of managers are made aware of flexible working procedures and dedicated UWS Ways of Working principles Connect site (via start of academic year email of policy and procedures and via Managers Toolkit)				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Ensure Researchers are aware of all of the wellbeing and mental health support mechanisms available to them, such as: •UWS Wellbeing and EDI Campaigns •Employee Networks •EAP •UWS Ways of Working Principles •UWS Procedures	N	Ongoing Reviewed Annually	People & Wellbeing Research Services	Positive engagement with Wellbeing and EDI Campaigns and activities (60% of research staff attend one wellbeing/EDI event per year) Positive UWS Colleague Survey				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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.	Embed within comprehensive communication plan information around: •Report & Support •Working with Others •EAP •UWS Procedures •Employee Network Groups •Mandatory EDI modules •Code of research practice and research ethics	Y	December 2025 2026 (bi-annual survey) Ongoing, reviewed annually	People & Wellbeing Research Services	Engagement with communication plan % increase UWS Colleague Survey Data on Fairness and Equality Programme Data (4/5 rating in understanding of i.e. Code of research practice). Agreed annual reporting mechanisms and measures (TBC)				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Proactively encourage Manager engagement with: •Managers Toolkit, •Report & Support, •Code of Research Practice and Research Ethics •Working with Others Framework within My Contribution and review conversations	Y	Ongoing Reviewed Annually	People & Wellbeing Research Services	Programme Data (4/5 rating in understanding of i.e. Code of research practice)				

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>Increase Researchers knowledge of UWS mechanisms to create a culture which lives our values and behaviours</p> <p>Ensure Researchers are aware of support mechanism inclusive of:</p> <ul style="list-style-type: none">•Code of Research Practice & Research Ethics and Misconduct in Research•UWS Procedures•UWS policies, procedures and guidance	Y	Ongoing Reviewed Annually	People & Wellbeing Research Services	Programme Data (4/5 rating in understanding of i.e. Code of research practice).				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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.										
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	<p>All Managers of researchers to have 100% completion of UWS Mandatory EDI training:</p> <ul style="list-style-type: none">•Psychological Safety in our learning and workspaces•Fostering UWS Inclusive Culture•Knowledge check for EDI Modules <p>Managers of researchers to have viewed their teams' completions of mandatory EDI training and engage in opportunities to develop inclusive practices and communities</p>	N	Ongoing in line with mandatory compliance requirements	People & Wellbeing	<p>Programme Data</p> <p>UWS Colleague Survey within Fairness and Equity category</p> <p>Participation and engagement on wider EDI opportunities and network group (80% of participants report confidence in supporting inclusive teams post-training)</p>				
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	<p>All Researchers to have 100% completion of UWS Mandatory EDI training:</p> <ul style="list-style-type: none">•Psychological Safety in our learning and workspaces•Fostering UWS Inclusive Culture•Knowledge check for EDI Modules <p>Through ECI5 / ECM2 researchers act in accordance with Code of Research Practice & Research Ethics and Misconduct in Research</p> <p>UWS policies, procedures and guidance</p>	N	Ongoing in line with mandatory compliance requirements and Research Contracts	People & Wellbeing Research Service	<p>Programme Data (100% engagement with mandatory training)</p> <p>UWS Colleague Survey in Fairness & Equity category</p> <p>Participation and engagement on wider EDI opportunities and network groups</p>				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	<p>As part of ECI2, Researchers and their Managers are made aware of institutional procedures and codes created to ensure highest standards of practice (via See), including:</p> <ul style="list-style-type: none">•Code of Research Practice & Research Ethics and Misconduct in Research and supporting resources, such as self-paced UKRIO Training•Researchers encouraged to discuss Citizenship and UWS Values (Integrity, Respect, Inclusivity and Accountability) and Working with Others Framework in performance reviews <p>UWS policies, procedures and guidance https://www.uws.ac.uk/about-uws/policies-procedures-guidance/</p> <p>All researchers and managers have the opportunity to engage in Research and Innovation enabling plans, informing a living Research Culture Action plan</p>	N	December 2025	People & Wellbeing Research Services	Managers Toolkit Research Onboarding (participants at research onboarding report a 4/5 rating for signposting to institutional codes and procedures)	Work towards our Research Culture Action Plan builds on Research Culture Conversations, the UWS Strategy consultation and Research Festival in the previous plan.			
ECM3	Ensure managers report and address incidents of poor research integrity.	<p>The Procedure for Investigating Allegations of Misconduct in Research offers a framework for handling allegations. This is provided through:</p> <p>Creation of Managers Toolkit which incorporates responsibility of Research Managers, including Ethics and Integrity.</p> <p>Code of Research Practice & Research Ethics and Misconduct is included as part of Research onboarding</p> <p>At least annual information session about the procedure and how to apply it.</p>	N	December 2025, ongoing as part of programming	Research Services People & Wellbeing	<p>Conversations at Staff Forum in confidence on research integrity support tools</p> <p>Manager use of Working with Others Framework, evidence of behaviours in My Contribution</p> <p>Data from programmes (participants at relevant training sessions report a 4/5 rating for signposting to institutional codes and procedures)</p>	Working with Others framework is new and a review takes place in Oct 25. Intended impacts may change as a result.			
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	<p>Researchers have access to a dedicated funding support team, including a Research Contracts Manager, to support practice in accordance with policies.</p> <p>My Contribution/Performance Conversations and Research onboarding support awareness (see ECI5 / ECM2 and signposting (ECI2) including:</p> <ul style="list-style-type: none">•Citizenship• UWS Values (Integrity, Respect, Inclusivity and Accountability) and Working with Others Framework•Code of Research Practice & Research Ethics and Misconduct in Research	N	December 2025 and ongoing	Research Services People & Wellbeing	<p>Participation and engagement on training opportunities around procedures and Codes of Practice (participants at training report a 4/5 rating for signposting to institutional codes and procedures)</p> <p>Visibility of research services in school activities (i.e. school research meetings)</p>	There is a dedicated resource page, developed from our previous plan. This action is to continue raising visibility of this.			
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	<p>Ensure all relevant procedures and codes are incorporated with UWS Researcher onboarding and Managers Toolkit and available on the UWS website Policies, Procedures & Guidance UWS University of the West of Scotland</p> <p>Continue to communicate and engage as part of scheduled activities (See ECMI2)</p>	N	September 2025 Ongoing	People & Wellbeing	UWS onboarding data on knowledge and awareness (participants at research onboarding report a 4/5 rating for signposting to institutional codes and procedures)				
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Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										

E17	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.	Researchers and their Managers have opportunities to engage by •Joining UWS Employee networks •Researchers have the opportunity to join UWS Staff Forum for Research •Researchers engaged as a population to feedback on Employee Forum themed topics •Research Services engaged on My Contribution refresh	Y	Ongoing 2025-2026	Staff Forum for Research People and Wellbeing Research Services	Increased Research representation at Employee Networks, Staff Forum Awareness of/ Engagement on opportunity to shape My Contribution (i.e. via staff forum and via research staff gatherings)	Engagement on Staff Forum activity is confidential, so this engagement data 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.	Managers to be given the opportunity to: •Join UWS Employee networks •Engage with Employee Forum themed Topics •Engage with the UWS Colleague Survey •Managers of Researchers targeted for policy dev. Opportunities (see ECI2)	N	Ongoing	Research Services People & Wellbeing	Increased Research representation at Employee Networks, Staff Forum Engagement on opportunity to shape My Contribution or relevant policy development (i.e. Manager of Research Task & Finish group) UWS Colleague Survey Data around Engagement				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Managers engage on policy development through committee structures, Employee Forum and Research Culture Forums and UWS Culture Surveys. Feedback from Researcher Development participation included in Research and Innovation Committee reporting.	N	Ongoing Employee Forum 1 per term UWS Engagement Survey 2026 Ongoing, within committee timeline	Research Services People and Wellbeing	Increased Research Staff representation at Employee Networks, Staff Forum Engagement on opportunity to shape My Contribution UWS Colleague Survey Data around Engagement				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Researchers to be given the opportunity to: Join UWS Employee networks Engage with Employee Forum themed Topics Engage with the UWS Colleague Survey Researchers targeted for policy dev. Opportunities (see ECI2)	N	Ongoing Employee Forum 1 per term UWS Engagement Survey 2026	Research Services People and Wellbeing	Increased Research representation at Employee Networks, Staff Forum Engagement on opportunity to shape My Contribution UWS Colleague Survey Data on Engagement				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Researchers to engage with opportunities for policy development, culture feedback and Employee Forum through, for example, opportunities in ECR5 Feedback from Researcher Development participation included in Research and Innovation committee reporting.	N	Ongoing Employee Forum 1 per term UWS Engagement Survey 2026 Ongoing, within committee timeline	Research Services People and Wellbeing	Increased Research representation at Employee Networks, Staff Forum Engagement on opportunity to shape My Contribution UWS Colleague Survey Data on Engagement Researchers shape Researcher Development programme by participating in evaluation (50% of research staff engage in at least 1 activity per year).	Evaluation for the Researcher Development programme is anonymous. Research Staff attendance at activities will provide an indicative measurement of evaluation engagement.			
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Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										

E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	The research population is aware of the university process and approaches for best practice recruitment. For example, recruitment panel chair training is mandatory for all chairs. We will engage our managers of researchers to additionally support the development of a values-based interview question bank as part of wider task and finish group (PCD12). Continue to monitor equal opportunities for institution and Disability Confident Employer	N	Ongoing Reviewed Annually Task & Finish group, Jan 2026	People & Wellbeing	Delivery of values-based question bank, aligning to the actions within our Athen Swan action plan Positive engagement and participation by Research populations on relevant training opportunities	Mandatory recruitment chairs' training was rolled out during previous period, this action continues this work to ensure visibility within suite of manager opportunities.			
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 EC11	Y	Ongoing Reviewed Annually	Research Services People & Wellbeing	A suite of onboarding materials accessible to research staff and their managers. Researcher evaluation promotes the onboarding experience as adding value and meets their needs (4/5 overall satisfaction score)	Evaluation for onboarding is anonymous. Research Staff attendance at activities will provide an indicative measurement of evaluation engagement.			
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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.	Ensure research staff have awareness of Academic Career Development Framework at UWS and a support/feedback loop is available (i.e. via new peer 'meet up' sessions and employee forum) for research staff to map experience to the framework. Researchers are aware of their route to provide feedback on recognition and rewards mechanisms that are important to them. They have opportunities to inform this (i.e. through employee forum and engagement in reserved places on programmes for research staff)	Y	Ongoing Reviewed Annually	People & Wellbeing Research Service	Relevant KPIs in Colleague Engagement Survey (TBC) Researchers and Managers participate in UWS Recognition & Reward mechanisms as appropriate (i.e. participants report increased understanding of ACDF in relevant post-training evaluation)	UWS Recognition & Reward framework is currently under review, therefore this action will be updated accordingly in December 2025			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Managers who undertake recruitment, can evidence their mandatory training if panel chair, their evidence of shortlisting decisions and interview scoring outcomes. Managers to commit to career/My Contribution conversations around recognition and reward aligned to our UWS Values supported by training opportunities in ECI4/ECM1 (wellbeing and EDI) and task & finish group (PCD12).	Y	Ongoing, Reviewed Annually	People & Wellbeing Research Services	Submission of recruitment data (100% of interview chairs have met the requirements of mandatory training)				
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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.	Managers access relevant legislation, codes of practice and policies via UWS Intranet (including UWS Training Portal) and resources shared as part of communications and engagement campaign (See ECI2) Attendance on Managers Toolkit Employee Lifecycle Engagement with Codes of practice information sessions and relevant communications	N	Ongoing Reviewed Annually	People & Wellbeing Research Services	Participants at relevant activities (i.e. managers toolkit, information sessions) report either a 4/5 or 70% rating for signposting to institutional codes and procedures.	Some data is collected as %, some as a 1-5 score, depending on if PAW or RS leading training.			

ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Researchers can access relevant legislation, codes of practice and policies via UWS Intranet (including UWS Training Portal) and resources shared as part of communications and engagement campaign, leadership programmes and Onboarding (See ECI2)	N	Ongoing Reviewed Annually	Research Services People & Wellbeing	UWS and Research Services onboarding data. Participants at relevant activities (i.e. managers toolkit, onboarding, information sessions) report either a 4/5 or 70% rating for signposting and/or understanding of institutional codes and procedures. Training Portal & Communication data confirms engagement of population.				
ER2	Researchers understand their reporting obligations and responsibilities.	See ER1	N	Ongoing Reviewed Annually	Research Services People & Wellbeing	UWS and Research Services onboarding data. Participants at relevant activities (i.e. managers toolkit, onboarding, information sessions) report either a 4/5 or 70% rating for signposting and/or understanding of institutional codes and procedures. Training Portal & Communication data confirms engagement of population				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Provide a Managers Toolkit include a pathway of managers of researchers, collaboratively designed and inclusive of experienced researchers, inc research staff. (See PCDI2)	Y	Ongoing Reviewed Annually Task and Finish group, Jan 2026	People & Wellbeing Research Services	Completion of a task/finish group on a 'managers of researchers' pathway within the Managers Toolkit (10% of Managers of Researchers engage in task and finish group to co-design pathway) Roll out of pathway (60% of Managers of Researchers engage with opportunities)				
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Provide clarity and support confidence for Managers through development opportunities such as leadership programmes, Managers Toolkit and the UWS Values and Behaviours Framework. Including the creation of a Research Managers Checklist with year-on-year engagement	Y	Ongoing Reviewed Annually May 2026 to support My Contribution preparations	People & Wellbeing Research Services	60% of Managers of Researchers engage with opportunities Continued improvement in Colleague Survey Engagement Data on Line Management category Research Managers Checklist is delivered				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Proactively engage with Managers to take the opportunity to review the Learning & Development Brochure of opportunities, undertake the relevant Managers Toolkit sessions and role model through the My Contribution process, utilising the Working with Others Framework	N	Ongoing Reviewed Annually	People & Wellbeing Research Services	Engagement and attendance of managers on leadership development programmes and support tools (60% of Managers of Researchers engage with opportunities) Continued improvement in Colleague Survey Engagement Data on Line Management category				

EM4	Managers actively engage in regular constructive performance management with their researchers.	Proactively encourage Managers to utilise the My Contribution process or align to Career Conversations, as appropriate for contract timelines, supported by EM1.	Y	Ongoing Reviewed Annually	People & Wellbeing Research Service	Engagement and attendance of managers on leadership development programmes and support tools (60% of Managers of Researchers engage with opportunities) Research Managers and their Researchers submit My Contribution data				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Researcher population to contribute to designing a "successful research performance conversations"	N	Ongoing Reviewed Annually	Research Services People & Wellbeing Careers Service	Researchers' attendance (30%) and contribution to the development of successful research conversations resource				
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Job security										
The aim of this obligation is to improve the job security of researchers.										
E16	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.	Research population to be engaged to begin a review process to gather feedback on improving researcher job security in line with current contract options to develop a proposal on contract types.	Y	Engagement begins December 2025. Proposal options April 2026.	People & Wellbeing	Researcher population participation in review exercise (at least 50% of research staff participate) Proposals identified and presented through appropriate governance channels	UWS at May 2025 is undertaking an Organisational Change Project, this action will be reviewed in line with this.			
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Ensure that all funds are set aside for researcher development and places are reserved for research staff on fixed term contracts on flagship existing and new researcher development programmes (examples include: UWS Crucible, UKCGE Recognition, UWS Grant Accelerator, Reading groups). A programme of Researcher Development and People & Wellbeing is produced annually and promoted ahead of the My Contribution planning cycle. The resources produced support researchers and their managers to plan for 10 days of professional development (supported by ECI1 and wider action plan)	Y	Ongoing Reviewed Annually	Research Services People & Wellbeing	i) Research staff take up reserved places on flagship programmes ii) RD programme receives a 4 out of 5 rating for event evaluation. iii) Participation in RD evaluation continues to inform programme development In Research Festival evaluation, 70% report at least 10 days of professional development (or PT equivalent)				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Engagement in professional development activities is monitored and reported via the UWS Training Portal. Evaluation data from Researcher Development and People & Wellbeing programmes informs programming and engagement approaches	N	Ongoing Reviewed Annually	Research Services People & Wellbeing	Research Staff complete Training Needs Analysis during My Contribution with their managers Managers and Researchers provide feedback on programmes, which is included in wider Researcher Development reporting to relevant committees and school research meetings.	Evaluation for Researcher Development is anonymous. Research Staff/Managers attendance at activities will provide an indicative measurement of evaluation engagement, which informs programming.			

PCDM3	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>Managers of researchers are supported to increase their knowledge of support tools to enable them to have a quality career conversation with the researcher. Utilising the My Contribution and 1-2-1 process to outline plans for a minimum of pro-rata 10 days professional development time.</p> <p>Managers are supported via the resources provided prior to My Contributions (see EI5) and Managers Toolkit</p> <p>Utilising the VRDF to support professional development conversation</p>	Y	Ongoing Reviewed Annually	People & Wellbeing Research Services	<p>Research Staff complete Training Needs Analysis during My Contribution with their managers</p> <p>Research Staff engage in UWS programme</p> <p>In Research Festival evaluation, 70% report at least 10 days of professional development (or PT equivalent)</p>				
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>Researchers are provided with an annual development brochure to support development decisions.</p> <p>Termly 'meet ups' for research staff to share work-in-progress and professional insights (i.e. mentoring approaches.</p> <p>Places on Researcher Development and People & Wellbeing programmes reserved for research staff).</p> <p>VRDF resources are provided to support professional development conversations as part of wider communications and engagement campaign (see EC11 and EC12)</p>	Y	Reviewed Annually	People & Wellbeing Research Services	<p>Research staff take up reserved places on flagship programmes</p> <p>% of research staff completing training needs analysis during My Contribution</p> <p>In Research Festival evaluation, 70% report at least 10 days of professional development (or PT equivalent)</p>				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	New developments of the Managers Toolkit include a pathway of managers of researchers, collaboratively designed and inclusive of experienced researchers, inc. research staff (see EI4).	N	Task and Finish Group, Jan 2026	People & Wellbeing Research Services MOR Researchers	<p>completion of a task and finish group on a 'managers of researchers' pathway within the Managers Toolkit to enable review of available support</p> <p>Roll out of pathway</p>				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Ensure mechanisms are in place to report on My Contribution data, including training needs analysis data, Working with Others data connecting to values and behaviours to identify areas of interest and future developments in development activities for managers and researchers.	N	February 2026 September 2026 (identifying areas of interest)	People & Wellbeing	<p>Researchers and Managers of Researchers report confidence in utilising the support mechanisms for My Contribution and ongoing 1-2-1 conversations as evidenced by the data collected within reviewed Managers Toolkit or My Contribution sessions (at least 50% of Managers engage).</p> <p>Data outputs from My Contribution are used to inform programming alongside Researcher Development Programme evaluation</p>	Evaluation for Managers Toolkit and My Contribution sessions are anonymous. Research Staff/Managers' attendance at activities will provide an indicative measurement of evaluation engagement.			
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	My Contribution and career conversations see EI5 (championing excellent people management)	N	February 2026 September 2026	People & Wellbeing	See EI5				

PCDR4	Researchers positively engage in career development reviews with their managers.	My Contribution and career conversations see ER3	N	February 2026 September 2026	People & Wellbeing	See ER3				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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>The UWS Careers Service are available for 1-2-1 career development support and will develop reporting approaches to ensure Research Staff are a recognised user group within their systems.</p> <p>Research Staff are informed about professional development advice (e.g. mentoring at UWS; careers team support) as part of communications and engagement plan (see EC11)</p> <p>Development of a new Mentor pathway dedicated to researchers, exploring with research staff, what effective mentorship looks like (part of 'termly meet up series', see PCDR1).</p>	Y	<p>Ongoing, reviewed annually</p> <p>Task and finish group (T2 2026)</p> <p>Reviewed annually</p>	Careers Service People & Wellbeing	<p>Research staff engage with careers support which is tailored to their specific career stage. At least 20% of researchers to attend at least 2 events per annum</p> <p>Completion of the task and finish group for Managers (EC11).</p> <p>A clearer understanding of what good mentorship looks like for research staff and associated resources produced</p>				
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>Research Staff have a PURE profile on the University's public-facing system to demonstrate their experience. Training offered to support.</p> <p>Research Staff have a record of their professional development in the UWS Training Portal.</p>	N	Ongoing Reviewed Annually	Research Services Library ITS	<p>30-50% of research staff have PURE profile</p> <p>Training Portal produces reports staff can use in performance reviews</p> <p>At least 20% of researchers to attend at least 2 events per annum</p>				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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>Encourage and where possible, facilitate external engagement and work experience opportunities through KE, partners and memberships (i.e. engagement with research pools)</p> <p>Staff Forum for Research and Researcher Developer include Research Staff in 'calls for contributors' to programmes.</p> <p>Reserved places for Research Staff on UWS flagship existing and new researcher development programmes (examples include: UWS Crucible, UKCGE Recognition, UWS Grant Accelerator, Reading Groups) and People & Wellbeing programmes (for example: Managers Toolkit, Women's Leadership Development Programme, Senior Leader Development Programme, EDI and Wellbeing Programmes/Campaigns)</p>	N	Ongoing Reviewed Annually	Research Services Staff Forum for Research	<p>Research Staff lead in UWS activities (At least 20% of Research Staff engage in leadership development and share practice with peers, i.e. through Research Staff Gatherings)</p> <p>Research staff take up reserved places on flagship programmes (Research Staff engagement with reserved places maintained or increased from previous action plan)</p>				
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>As part of reviewed communications and engagement plan for research staff and managers (See EC11), managers are aware of opportunities (see PCDI4)</p> <p>Managers lead and engage within UWS research groupings and support research staff to lead and explore ways to showcase and celebrate this (i.e. ebuletin, grouping meetings).</p>	N	Ongoing Reviewed Annually	Research Services People & Wellbeing	<p>Managers' report increased confidence to signpost to UWS opportunities for research staff in evaluation</p> <p>At least 50% of research staff are members of a UWS research grouping</p>	Evaluation for Managers Toolkit are anonymous. Research Staff/Managers attendance at activities will provide an indicative measurement of evaluation engagement.			

PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Managers Toolkit. See EI4/EI5 (managers toolkit: research pathway; promoting excellent people management)	N	Ongoing Reviewed Annually	Research Services People & Wellbeing	70% of Managers attend leadership development opportunities				
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Ensure Research Staff can join the UWS Staff Forum for Research and play an active role in this Early Career Researcher leadership initiative. Researchers can engage in wider UWS leadership development opportunities (UWS Crucible, Women in Leadership, Reading Groups, Activities within the Research Groupings)	N	Ongoing Reviewed Annually	Research Services Staff forum for Research People & Wellbeing	50% of researchers have engaged in a development opportunity annually				
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Diverse careers										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Ensure onboarding includes signposting to external networks and engagement opportunities, such as Scottish Research Pools; Research staff are encouraged to sign up to engage in events. Development opportunities signposted to during My Contribution include, for example, Impact & Engagement opportunities, which include signposting to external opportunities	Y	Ongoing Reveiwed Annually	Research Services People & Wellbeing	Research staff report confidence in where and how to access opportunities and resources (aim for 4/5 in relevant session evaluation)				
PCDM2	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.	Managers support researchers to engage with Mentoring and career service opportunities promoted in new support packs, Managers Toolkit and onboarding pathways for research Application to flagship Researcher Development and People & Wellbeing programmes are supported by managers.	N	Reviewed Annually	People & Wellbeing Research Services	Research staff take up reserved places on flagship programmes Research Staff report satisfaction with updated mentorship opportunities and signposting (4/5 in relevant session evaluation) .	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.			
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Researchers can engage in 1-2-1 careers sessions with the Careers Service. UWS will review i's mentoring scheme, making developments that enable effective engagement by research staff. Including the creation of a dedicated Mentoring pathway for research	N	December 2025 December 2026	Careers Service Research Services People & Wellbeing	50% of researchers have engaged in a development opportunity annually				
PCDR6	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.	Ensure there are places allocated to Research Staff on the UWS Research Festival. Research staff can be a representative on the Research & Innovation Committee, Concordat steering group and engage in opportunities across Research & Innovation, signposted to within the UWS Learning Opportunties brochure. Opportunities across the research system (in and outside of UWS) communicated via e-bulletin Support Research Staff engagement through guest speakers and promotion of KE opportunities at Research Staff gatherings, as appropriate.	N	Ongoing Reviewed Annually	Research Services People & Wellbeing Marketing & Communications	No of research staff at UWS Research Festival and/or other relevant activity Research staff report committee membership as a positive development experience Annual promotion of activity in UWS Learning Opportunities brochure Number of guest speakers at Research Staff gatherings that are external/promoting KE opportunities				

* 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.

HREiR Action plan, Vitae 2020

Further hyperlinks and supplementary information (more rows can be added)	
1	https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/equality-diversity-and-inclusion-
2	https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/athena-swan/
3	https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/supporting-disabled-employees/
4	https://www.uws.ac.uk/about-uws/uws-commitments/university-ethics/
5	https://www.uws.ac.uk/strategy2030/
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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
CoARA	Coalition for Advancing Research Assessment
EDI	Equity, diversity and inclusion
PAW	People & Wellbeing
RS	Research Services
HREiR	HR Excellence in Research
RD	Researcher Development
UKRIO	UK Research Integrity Office
PT	Part-time
MoR	Managers of Researchers
UKCGE	UK Council for Graduate Ed
KE	Knowledge Exchange