Concordat Action Plan January 2017 - December 2018

A. Recruitment & Selection		
PRINCIPLE 1 Recognition of the importance of recruiting, selecting and retaining researchers with the highe	st potential to achie	eve excellence in research
Action - Review the Recruitment & Selection guidance for staff, including research staff, to ensure that we recruit,	Responsible/	Success measure
select and retain researchers of the highest potential.	Target date	
The University has introduced a robust, 5-stage recruitment framework applicable for all vacancies including research	HR (Performance	There has been a significant
posts. Embedded at each stage is a focus on attracting and selecting high quality applicants from a diverse pool of	Lead)	increase of 117 quality
candidates. To achieve this, we encourage the use of positive action statements and the use of more inclusive		researchers recruited over this
language in our job descriptions and adverts. The framework supports gender balanced panels for shortlisting and	complete	period
interview panels and selection decisions are evidence based to ensure we select on merit.		
		• 2014-16 = 201
		• 2016-18 = 318
Action - We will include positive action statements where we identify under-representation of particular protected	Responsible/	Success measure
characteristics to attract the best research staff from a diverse pool of applicants.	Target date	
Positive action statements are built into the recruitment process via prompts on the vacancy checklist and the	HR (Performance	Where under-representation is
framework. Where the evidence demonstrates an imbalance, a positive action statement is included.	Lead)	identified, positive action
		statements and gender neutral
As part of our recruitment framework, job advertisements use gender inclusive language and our webpages provide	Phase 1 complete	language are included at
information on our family friendly policies and Charter activities. Attraction and recruitment material highlights the		attraction and recruitment stage
University's commitment to equality through inclusion of Athena Swan Silver award, Race Equality Charter and HR		(Appendix 1; Mathematics).
Excellence in Research logos.		
Staff participating in shortlisting and interview panels have completed online Equality and Diversity training and		
interview panels are gender inclusive.		
Haranasiana hisa kasinina hara haran manidad famban dasisian madana ak hakh Hainanik, and C. Harala		
Unconscious bias training has been provided for key decision makers at both University and College level.	December 21sts /	
Action - Consider and, if appropriate, implement strategic approach to recruitment, recruiting academic staff at key	Responsible/	Success measure
points in the year, to enable more effective induction, development and training of new starters	Target date	





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Ī	The University recruitment framework supports a strategic approach to recruitment based on:	HR (Performance	Recruitment is linked to business
	Planning phase [September – December 2018]	Lead)	planning and strategically
	Attraction phase [January – February 2019]		informed to meet growth
	Interview phase [March – April 2019]	Attraction and	commitments.
	Induction and onboarding [September 2019]	recruitment	
		Planning phase	
		based on	
		strategically	
		informed growth	
		requirements	
		[September 2018-	
		December 2018]	

B. Recognition and Value

PRINCIPLE 2 Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

component or their everate strategy to develop and detiver world class research		
Action - Undertake review of the current Swansea Leadership Framework to assess leadership skilling needs across the		
academic community		
In addition to Welsh Crucible, the University now provides a Leadership Skilling Framework which includes the	HR (Learning &	All Directors of Research from the
following modules and is linked to the <i>University Leadership values</i> :	Development Lead)	7 Colleges are engaged in the
		CORE leadership development
Using a Coaching Style to Lead: Level 1 (CORE Leadership Framework) 354 completions	Currently in	programme which forms part of
Effective Feedback to Maximise Performance (CORE Leadership Framework) 379 completions	implementation-	the University HR People Plan.
Using a Coaching Style to Lead: Level 2 (CORE Leadership Framework) 174 completions	the approach	
Impact and Influence (ENHANCED Leadership Framework) 80 completions	continues	
Change Leadership Masterclass (ENHANCED Leadership Framework) 146 completions		
Strategic Thinking and Writing (ENHANCED Leadership Framework) – pilot November 2018		





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Action - Embed and monitor new process for transferring fixed term contracts to open ended		
A systemised approach has been developed to identify colleagues with 4+ years' service who hold fixed term appointments. There has been clear direction from HR Director regarding the management of these and clear accountabilities agreed. MI has been developed and utilised to understand scale to enable action proactively and appoint to permanent fixed funded positions.	HR (Head of HR Business Partnering & Policy, Process, Risk and Compliance Lead) Complete	All eligible research staff systematically transferred to open-ended contracts Monthly compliance reports monitor progress. Reduction of number of researchers on fixed term contracts with 4 years or more service. 2016 – 53 2017 – 39 2018 – 1
Action: Consider mechanisms for reward and recognition that may be appropriate for research staff, and communicate existing and new schemes via all staff roadshows		
Researchers are represented in the prestigious University Research and Innovation Awards where we celebrate a wide range of the exceptional research and innovation taking place at the University, and the impact this is having across the world. Categories include 'outstanding research supervision', 'R&I Rising Star – Post graduate', 'R&I Rising Star – Early Career'. Researchers have the opportunity to enter the <u>Research as Art</u> competition which provides a platform for students, researchers and staff at Swansea University to convey the importance of their research. Researchers placed as follows: 2018 – 2 x runner up	HR (Reward and Recognition Lead) / RSWG Complete – the approach continues	Researchers represented in University awards Cycle to Work scheme commenced July 2016 – utilised by 14 Research Staff (11% total staff) Childcare Vouchers – for the
2017 – Overall winner		period 2016-17 and 2017-18 a







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2016 – Award for 'Connection with the Natural World', 'Connection with people,' 5 x Runner up Recognition has been through the University's Inspiring Women's series - a range of successful and inspiring women that work, study and support Swansea University, both past and present. This year's theme was "lift as you climb", so focussing on how our inspiring women have used their success to help others achieve, or to affect positive change. Out of the 12 inspiring women, one was a member of research staff from School of Medicine. Our Uni Rewards (OUR) is a benefit scheme which is available to all of our employees, including our research colleagues. Annual roadshows are available for all to attend and are widely publicised across the university and during the Staff Induction session.		total 53 Research staff have joined the Scheme (17% total staff) – this is a higher uptake for research staff as compared to the pool of staff which is currently at 12%.
Action - Introduce institutional values for academic and research staff to mirror the values approach piloted for professional services staff		
Academic and research community engagement has identified five value themes and the following combined	Deputy Pro-Vice-	The University Senior
statement:	Chancellor &	Management Team has endorsed
We work together within a creative, curious, inclusive and happy community that promotes flexibility and originality to inspire life-changing development and knowledge-sharing for the benefit of all.	Academic Values Lead	an Institutional values statement
	Phase 1 Complete	
	Work currently	
	underway to	
	implement values	
	expectations across	
	academic and	
	researcher	







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Action - PIs who manage research staff will be invited to participate in 360 leadership feedback against an agreed set of leadership expectations Leadership Values developed in 2015 for all Leaders (G9+ with line management). Values introduced into all new Professional Services Leadership Job Descriptions as mandatory since 2015 360 Leadership Values feedback introduced into the PDR since 2015: - Began with a small SMT pilot group in 2015 to assess viability - Individual, Line Manager and a selection of peers and direct reports complete assessments of performance against leadership values - Feedback is uploaded into the PDR to enable a meaningful conversation and agree outcomes based on this discussion. Participation has grown as follows: 2015 – 27 2018 - 421	communities to mirror professional services communities so that individuals understand and apply the values in their daily work HR (Learning & Development Lead)	171 Academic Leaders with line management responsibilities participated in 360 leadership feedback in 2018 and received feedback on their leadership
The job descriptions of Research leaders to be reviewed and aligned with Academic Career Pathways		
Every College has a range of dedicated research leadership roles, including roles such as Directors of Research/ Chairs of Research Committee, Directors of Postgraduate Research. The purpose of this resource is to ensure that the College environment enables quality research and removes barriers	HR (Performance Lead) Further	Research leaders' job descriptions are aligned to academic Career Pathways
that prevent this from being achieved.	development now	







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Job descriptions have been developed for a range of roles, which are aligned with Academic Career Pathways (ACP). Work is in progress for the outstanding positions. The ACP scheme is designed to ensure that academic strengths whether in research, teaching, the wider student experience, leadership or innovation and engagement, are all appropriately recognised, developed, valued, and rewarded.	required on Director of Research roles	
Action - Promote Swansea University as a great place to work for research staff through notification of the "Our Uni		
Rewards" scheme at recruitment stage		
All individuals who join Swansea automatically receive an Our Uni Rewards account and a Swansea University discount	HR (Recognition &	Scheme in place and publicised
card, within 1 month of joining.	Reward Lead)	via:
		(i) Welcome pack which is sent to
	Complete	each individual within 1 month of joining (ii) Recognition & Reward Lead attends all Induction and New Manager Induction programmes to talk new employees/managers through the scheme https://www.ourunirewards.co.uk
C. Support and Career Development		
PRINCIPLE 3 Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse	e, mobile, global res	earch environment.



networking amongst research staff and across colleges

career.



Action - Utilise the newly nominated College representatives on the RSWG to develop greater collaboration and

Researcher Information Day which was held on 30.11.17, and supported by Professional Services Directorates

The College representatives on the Research Staff Working Group (RSWG) initiated and developed a

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PRINCIPLE 4 The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their

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RSWG

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Over 70 people attended the

Researcher Information Day

 such as HR, REIS and Academic Services (via the PGR Office). The purpose of the day was to: enable researchers to network with researchers, Academic and Professional Services staff across the University provided an opportunity to celebrate the contribution that Research Staff make at Swansea University and further afield increase their awareness of the breadth and depth of support available to researchers in order to meet individual needs discuss principles of the Concordat action plan to support the career development of researchers 70 people attended, and feedback was that this was an essential step in the right direction for research staff and post-graduate research (PGR) students to learn more about the Concordat Action Plan to support the career development of research staff, rights and responsibilities, and to help identify priorities moving forward. The College representatives together with the College Hub Managers receive a monthly report on the new research staff in their Colleges in order for them to make contact, network and advise them on services and support available. 	HR (Learning & Development Manager) Complete	enabling greater collaboration and networking amongst research staff and across both campus Improved communication between College representatives, College Hub Managers and researchers through the development and implementation of a monthly report that highlights new research staff in their Colleges in order for them to make contact, network and advise new research staff on the services and support available to them.
Action - Systematically plan and develop training opportunities for research staff in partnership with internal experts, and research staff via the CROS survey and RSWG		
Researchers at Swansea have a range of learning and training opportunities designed and developed to meet individual and University needs. These are delivered by Professional Services Directorates (including HR Learning & Development, REIS, ISS, Estates and Academic Services), as well as by external experts in their field. The purpose of this development via classroom based delivery, one to one support or external events is to meet individual learning needs and preferred styles of learning. Modules are developed with internal experts, and research staff via the CROS survey and RSWG. These range from 'Successfully securing your next role - CV Writing Workshop' to 'How to Peer-Review Research Manuscripts for Journals', and are listed in Appendix 2. 87.5% research staff report that they have engaged in CPD over the last 12 months compared to 86.07% nationally (CROS 2017).	HR (Learning & Development), REIS, ISS, Estates and Academic Services, RSWG Programme in place	During 2017-18 1,500 staff attended research related training University wide researcher development programme designed, developed and implemented. Development reviewed to ensure it is fit for purpose and informed by researcher feedback to shape







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We ensure via our Learning & Development Manager that all colleagues are engaged and receive monthly updates on forthcoming training sessions available, plus the new Learning & Development bulletin that highlights forthcoming CPD. CROS results used to inform the 2017-18 and 2018-19 development for researchers. 2017-18 and 2018-19 development activities included in Appendix 2		future requirements
Action: At induction, provide research staff with specific guidance on University development opportunities including research ethics and integrity		
Staff induction has been revised to ensure new research staff are aware of the University's commitment to supporting researchers, development opportunities available, including research ethics and integrity. The Learning & Development Manager attends all inductions, in order to: • build up a relationship with new researchers • clarify the requirement for research ethics and integrity training • share learning and development opportunities and how to access this development	HR (Learning & Development Manager) From January 2017	Researchers are clear on development opportunities Concordat to support the career development of researchers / HR Excellence in Research Award have been included in all staff inductions since May 2016 with Research Ethics and Integrity mandatory training included since September 2018.
Action - Maintain high participation rates by research staff in the annual professional development review, to enable dialogue about performance and professional development		
The annual Professional Development Review (PDR) is held between individuals and their line manager between September – November, with interim reviews held between March – May. It directly links development opportunities (highlighted in Appendix 2) to the development discussion in a clear and transparent way.	Human Resources	In the last 4 years we have achieved and sustained a sector leading professional development review completion rate.







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2018 – 100% eligible research staff

D. Researchers' Responsibilities

PRINCIPLE 5 Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Action - Use of the CROS survey in 2017, with the emphasis on maintaining or improving the participation rates		
to ensure researcher views are available when planning provision		
146 research staff completed CROS in 2017	RSWG / HR (Learning &	University participation rates
	Development Manager)	(39%) are higher than the national
		average of 24%.
	Complete	
Action - Build network and support for research staff through representation on the reinvigorated RSWG.		
The RSWG have held 7 formal meetings:	Complete	Regular meetings taking place and
• 14.9.16		researcher representation
• 29.11.16		maintained
• 28.2.17		
• 23.6.17		
• 11.1.18		
• 15.2.18		
• 19.9.18		





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In addition we have a further 6 sub-committee meetings.		
Research Staff reps from the RSWG have networked across the disciplines.		
E. Diversity and Equality		
PRINCIPLE 6 Diversity and equality must be promoted in all aspects of the recruitment and career man	nagement of researchers.	
Action - Achievement of Athena Swan silver award April 2017.		
Swansea University has been formally recognised as the first Welsh University to achieve a Silver Athena SWAN	(HR) Head of Equality	Award achieved
Charter award at University level for its commitment to promoting gender equality in the latest review round by		
the Equality Challenge Unit (ECU) – one of only 13 Universities in 2017 to hold a silver award.		
Biosciences achieved Bronze award in November 2018.		
School of Management submitted for Bronze Awards in November 2018.		
90% CROS 2017 respondents believe Swansea is committed to E&D		
Action - Review success rates by protected characteristic for research staff appointments.		
	HR Equality Team	The % success rate by gender for
Monitor University success rates for recruitment of researchers by gender		research only staff is 12.94% for
		females and 9.02% for males
2015/16 - Success rate for female research staff 11.74% 2015/16 - Success rate for male research staff 9.79%		(University totals; 2017-18)
2015/16 - Success rate for male research staff 9.79%	August 2018	CROS survey data (2017) showed
2016/17 - Success rate for female research staff 10.61%	August 2010	Swansea Researchers as more
2016/17 - Success rate for male research staff 9.22%		likely to believe that our
,		recruitment and selection process
2017/18 - Success rate for female research staff 12.94%		is fair (67.36% compared to
2017/18 - Success rate for male research staff 9.02%		65.44% nationally). This has
		increased since the last CROS
		survey (63.3%).
Action - Continue to champion equality initiatives beyond Athena SWAN by engaging in the Aurora programme		







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to review progress against action

		Page 11		
and Stonewall Equality Index				
Stonewall Workplace Equality Index - Swansea University has been recognised as a Top 30 Employer for	Equality and Diversity	The University is placed 6 th in the		
lesbian, gay, bisexual, and transgender people, a Top Trans Employer, and a Highly Commended Network Group	Committee	UK HE Sector in the Stonewall		
(for the 2 nd year running).		Workplace Equality Index.		
	May 2018			
The University has supported 18 members of staff (2017 and 2018) to participate in the Aurora Programme		Four Research staff have been		
designed to develop future leaders and to support more women to apply for leadership roles.		supported to participate in the		
		Aurora Development Programme		
		2017 and 2018		
F. Implementation and Review				
PRINCIPLE 7 The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability				
of research careers in the UK.	, oso sa onganog ano			
Action - Monitor issues relating to research staff through the Research Staff Working Group, chaired by a				
member of the professoriate				
This working group is chaired Professor Perumal Nithiarasu, Deputy Head of College of Engineering, Director of	HR (Learning &	RSWG meet at least twice a year		

The representatives plus the Research Hub Managers receive a monthly report on new researcher staff in their Colleges in order for them to make contact with them.

Research and Institutional Academic lead for Research Impact, and nominated by the Senior PVC Research.

The representatives engage with new researchers and encourage networking and collaboration across the

Continuation of regular meetings of the RSWG – College reps continuing to provide feedback from colleagues. The group reports to the Committee for Research & Innovation Strategy (CRIS)

Representation of RSWG comprises of:

Chair:- PVC - Research (or nominee) (Professor P Nithiarasu)

Director of Human Resources

Colleges.



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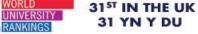
Development Manager)

September 2018

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plan





Head of Swansea Employability Academy (SEA)		
Communications Officer REIS		
Learning & Development Manager		
Research Librarian		
Recognition & Reward Representative		
Recruitment & Selection Representative		
Equality & Diversity Representative		
Minimum of two Researchers from each College (nominated by HOC)		
Trade Union Representation		
Action - Use CROS and PIRLS data to inform our strategic support for Swansea researchers.		
CROS and PIRLS data used to inform:	HR (Learning &	Measure: Success in maintaining
 Learning and Development Plan for 2018-19 	Development Manager)	'HR Excellence in Research' award
HR People Plan 2017/18		
HR Compliance Monitoring (e.g. fixed term / open ended contracts)	December 2017	
The principles of the Concordat are built into policy and strategy, e.g. The revised Staff Development		
Policy (P1718-241) sets out the following Key Principle: Appropriate support will be given to contract		
research staff to enable them to develop their careers.		
 University Response to the Community Consultation on the Review of the Concordat (National Review, 		
February 2018)		
University Strategic Plan 2020 sets a commitment to deliver world class research, and in delivering this commits		
to providing support for early career researchers and in continuing to foster our world-leading research		
community.		
, and the second		

Abbreviations: CRIS - Committee for Research and Innovation Strategy; CROS – Career Researchers Online Survey; ECR's – Early Career Researcher; PI – Principle Investigator; PIRLS -Principal Investigators and Research Leaders Survey; PGR – Postgraduate Research; PVCR – Pro Vice Chancellor for Research; HR – Human Resources; L&D – Learning and Development; HoD – Head of Department; ISS – Information Services & Systems; REIS Research, Engagement & Innovation Services; SEA – Swansea Employability Academy; HRER - HR Excellence in Research; RSWG – Research Staff Working Group





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Appendix 1: Evidence in Support of Principle 1 (Action - We will include positive action statements where we identify under-representation of particular protected characteristics to attract the best research staff from a diverse pool of applicants).

Background

Centre for Topological Data Analysis:

The Centre for Topological Data Analysis is a new £3.5M initiative that is joint between Oxford, Swansea and Liverpool.

Modern science and technology generates data at an unprecedented rate. A major challenge is that this data is often complex, high dimensional, may include temporal and/or spatial information. The "shape" of the data can be important but it is difficult to extract and quantify it using standard machine learning or statistical techniques. For example, an image of blood vessels near a tumour looks very different than an image of healthy blood vessels; statistics alone cannot quantify this difference and the new shape analysis methods are required.

The focus of the work of this Centre is to study the shape of data, through the development of new mathematics and algorithms, and build on existing data science techniques in order to obtain and interpret the shape of data. A theoretical field of mathematics that enables the study of shapes is geometry and topology. The ability to quantify the shape of complicated objects is only possible with advanced mathematics and algorithms. The field known as topological data analysis (TDA), enables one to use methods of topology and geometry to study the shape of data. In particular, a method within TDA known as persistent homology, provides a summary of the shape of the data (e.g., features such as holes) at multiple scales. A key success of persistent homology is the ability to provide robust results, even if the data are noisy. There are theoretical and computational challenges in the application of these algorithms to large scale, real-world data.

The aim of this Centre is to build on current persistent homology tools, extending it theoretically, computationally, and adapting it for practical applications. Our core team is composed of experts in pure and applied mathematicians, computer scientists, and statisticians whose combined expertise covers cutting edge pure mathematical modelling, algorithm design and data analysis. This core team will work closely with our collaborators in a range of scientific and industrial domains.

Department of Mathematics:

Mathematics was among the first academic departments to be established in Swansea, nearly one hundred years ago, and it remains among the most important. The Department of Mathematics is benefiting from the £31M Computational Foundry project, including a state-of-the-art new facility at the Swansea University Bay Campus to which it will move with Computer Science in September 2018. In addition, through the Swansea Academy of Advanced Computing (SA2C), Computational Mathematicians at Swansea are able to benefit from the resources provided by the £15 million WEFO-funded Supercomputing Wales project, which provides powerful, modern and versatile computational platforms, assistance of research software engineers and software support expertise.

We value inclusivity and diversity. The College of Science holds an Athena SWAN Bronze departmental award and we are one of only 13 universities across the UK to hold a University-level Athena SWAN Silver award. The University is committed to supporting and promoting equality and diversity in all of its practices and activities. We would particularly welcome applications from traditionally under-represented parts of the community, such as women, those from ethnic minorities, and those with disabilities

Informal enquiries contact details and Further Information

For further information about the post, the Department, the College, or the University, contact Professor Biagio Lucini, Head of the Department of Mathematics on +44(0)1792 602284 or e-mail b_lucini@swansea.ac.uk

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Appendix 2: Research-related development

- Avoiding Predatory Publishers
- Award Management System Training Workshop
- Bibliometrics: Does Your Research Count
- College Hub Overview & Feedback Session
- Commercialisation What can you do with your Research?
- Consultancy Working with External Partners
- EU Structural Funded Projects Information Session
- Finding and Applying for Research Funding
- How to Peer-Review Research Manuscripts for Journals
- Increasing the Quality of Research Bids
- Introducing E-Theses at Swansea University
- Introduction to SCIVAL
- Introduction to Teaching Skills for Researchers
- Issues in PGR Supervision: "Inheriting" Students/Change of Supervisor
- Issues in PGR Supervision: Giving Constructive Feedback
- Issues in PGR Supervision: Managing Expectations and Performance
- Making the Most of the Media: Build Your Confidence and Promote Your (and the University's) Work
- Managing Health and Safety in Research
- Managing Your Publication Profile: RIS, CRONFA, and Open Access
- Maximising the IMPACT of your research

- More than just a Press Release: Getting your Research in the Media
- N.Vivo
- Online PGR Student Progression System
- PGR Supervision at Swansea University
- Pitch perfect
- Presentation Skills for Conferences
- Protecting your Intellectual Property
- Public Engagement and Pathways to Impact
- Publish or perish
- REIS Induction session for new staff & those unfamiliar with our services
- Successful Delivery of a Funded Research Project
- Using Altmetrics to explore research impact
- Using Social Media to maximise the IMPACT of your research
- Welsh Crucible
- Research Integrity On-line Training: Arts and Humanities
- Research Integrity On-line Training: Biomedical Sciences
- Research Integrity On-line Training: Engineering and Technology
- Research Integrity On-line Training: Natural and Physical Sciences
- Research Integrity On-line Training: Social and Behavioural Sciences
- Human Tissue Act Training





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- Research Ethics
- Research Sponsorship at Swansea University

• What is Research integrity?

New modules in the 2018/19 programme include:

- Communicating the impact of your research
- Data Visualisation
- EC INTERREG funded projects Project Reporting and Delivery
- How the LibraryPlus Service can benefit your students
- Introduction to SPSS
- LaTeX
- REIS Induction session for new staff & those unfamiliar with our services
- Successfully securing your next role CV Writing Workshop N.B. this has been included following demand for this at the Researcher Development Day November 2018
- The Imposter Syndrome why successful people often feel like frauds
- Using Altmetrics to explore research impact
- Information Days delivered by representatives from Funding Bodies e.g. Welsh Government, Innovate UK (UK Government), UKRO
- Celebrating a Year with The Conversation (a platform to promote your research to the general public)
- Research Impact in the UK Parliaments
- Issues in PGR Supervision: Managing Expectations and Performance; Giving Constructive Feedback; 'Inheriting' Students/Change of Supervisor





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