

# South East Technological University (SETU) HRS4R Action Plan (2026–2029)

**Submission Date:** 30<sup>th</sup> December 2025

**Case Number:** 2019IE335372

## **Institutional Context**

SETU, established in 2022 through the merger of WIT and IT Carlow, is building a coherent research environment across its multi campuses. This first SETU HRS4R Action Plan reflects the needs of SETU's research community including researchers at all career stages and RMAs, drawing on the 2025 Research Culture Survey, Athena Swan evidence, and learning from WIT's legacy HRS4R awards (2014, 2016, 2021).

Action Number	Action	Action Detail	Status	Timeline	Sponsor	The targeted impact of the action (success measure)
<b>1. ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE</b>						
<b>Aim: To ensure SETU delivers a transparent, ethical and Open Science-aligned research environment through strengthened governance, harmonised ethics and integrity processes, FAIR and responsible data practices, and a coherent institutional approach to equality, inclusion and research openness.</b>						
HRS4R01	Establish a Unified Ethics, Integrity and Open Research Framework	<p>SETU will establish a unified Ethics, Integrity and Open Research Framework that harmonises ethics review processes, strengthens institutional oversight, and embeds FAIR data governance across all Faculties and Research Institutes/Centres. This action will consolidate existing policies into a single, coherent governance structure, introduce mandatory Data Management Planning (DMP) at proposal and award stages, and expand training on integrity, ethics, and responsible research conduct.</p> <p>It will also align SETU's approach with national integrity guidelines, ERA Open Science policies, and sectoral developments in responsible research and innovation (RRI). This work will ensure that SETU researchers operate within a transparent, compliant, and internationally aligned research environment.</p>	New	<p><b>Q1 Q4 2026:</b> Draft consolidated Framework including University-wide consultation</p> <p><b>Q1 2027:</b> Framework approval</p> <p><b>Q2 2027:</b> Mandatory DMP implemented in proposals &amp; awards</p> <p><b>Q3–Q4 2027:</b> Training programme rollout</p> <p><b>Q1–Q4 2028/2029:</b> Annual compliance monitoring and reporting</p>	VP RII Head of Ethics Head of Research Research Integrity Officer	<ul style="list-style-type: none"> <li>Institutional Ethics &amp; Integrity Framework approved and implemented</li> <li>DMP system operational with ≥90% compliance</li> <li>Open Research training participation ≥70%</li> </ul>
HRS4R02	Optimise PURE and Digital Research Systems Integration	<p>To support institutional transparency, research integrity, and open knowledge practices, SETU will continue to enhance and optimise PURE as the university's authoritative research information system. With PURE now fully implemented across all campuses, ongoing work will focus on strengthening system integrations, improving data governance, embedding compliance processes, and supporting researchers to maintain complete and accurate profiles.</p> <p>This continuous optimisation will improve public visibility of SETU's research, support evidence-based planning, and ensure PURE remains fully aligned with SETU's broader digital research infrastructure.</p>	New	<p><b>Q1/Q2 2026:</b> Enhancements, data governance improvements, HR→PURE data transformation, integration updates</p> <p><b>Q3/Q4 2026:</b> Consolidation of integrations and rollout of improved workflows (ORCID export, reporting dashboards, repository alignment)</p> <p><b>Q1 2027:</b> First formal PURE compliance audit</p> <p><b>Q4 2027, Q4 2028, Q4 2029:</b> Annual PURE compliance audits and improvement cycles</p>	Senior Project Coordinator and PURE team, Research Systems Support Unit	<ul style="list-style-type: none"> <li>PURE fully implemented and supported across all SETU campuses (completed)</li> <li>≥90% of active researchers maintain complete and publicly visible PURE profiles</li> <li>Annual PURE compliance audits completed and improvement actions implemented</li> <li>Increased automation and standardisation of reporting workflows</li> <li>Significant reduction in manual reporting and ad-hoc data collection (&gt;90%)</li> </ul>

HRS4R03	Integrate Gender Equality, Integrity and Open Science Monitoring	<p>This action integrates SETU's Athena Swan commitments, research integrity agenda, and Open Science priorities into a coordinated institutional programme. SETU will strengthen gender equality monitoring, enhance Open Science compliance, embed inclusive research practices, and improve reporting structures across Faculties and Research Centres.</p> <p>PURE will serve as a core enabler of SETU's Open Science commitments by capturing open-access research outputs, monitoring publication routes (gold/green OA), linking outputs to repositories, and supporting compliance with funder and national Open Science requirements. Enhancements to data governance, metadata standards, and researcher training within PURE will also contribute to improved transparency and evidence based planning.</p> <p>This action includes integrating Athena Swan activities into HRS4R oversight, developing Open Science readiness indicators, strengthening PURE based monitoring of open-access compliance, and enhancing institutional reporting and transparency around gender, integrity, and openness.</p>	New	<p><b>Q1 2026:</b> Run SETU's first Open Research Award</p> <p><b>Q2 2026:</b> Integrate Athena Swan actions into HRS4R oversight</p> <p><b>Q3 2026:</b> Develop OS readiness indicators, including PURE-based OP Monitoring</p> <p><b>Q4 2026:</b> Expand data monitoring systems, including OA tagging and repository integration in PURE</p> <p><b>Q2 2027:</b> First institutional Equality-OS-Integrity Report</p> <p><b>Q2 2028 &amp; Q2 2029:</b> Annual reports</p>	<p>VP EDI VP RII Head of Research HR Business Partner for Research Senior Project Coordinator and Data Steward, Research Systems Support Unit</p>	<ul style="list-style-type: none"> <li>• Full alignment of Athena Swan and HRS4R actions</li> <li>• Annual equality-open science-integrity report published</li> <li>• ≥50% growth in open science engagement</li> <li>• PURE embedded as the authoritative dataset for monitoring open-access outputs and Open Science readiness</li> <li>• Improved transparency via enhanced PURE metadata, OA indicators, and repository links</li> </ul>
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## 2. RESEARCHER ASSESSMENT, RECRUITMENT AND PROGRESSION

**Aim: To deliver fair, transparent and responsible researcher assessment, recruitment and progression by embedding OTM-R principles, strengthening induction and mobility supports, and aligning assessment practices with CoARA, DORA and emerging national reforms**

HRS4R04	Advance Responsible Research Assessment Implementation	<p>SETU will advance its Responsible Research Assessment (RRA) implementation in alignment with the existing SETU CoARA Action Plan and DORA commitments. This action will strengthen understanding and application of responsible assessment principles across the University and will support consistent, transparent and fair evaluation of research contributions. Activities will focus on embedding CoARA-aligned practices within recruitment, internal review, promotion processes and research management systems.</p> <p>PURE's CV Module will play a key role in this action by enabling the creation of standardised and discipline-tailored CV templates, including Narrative CVs. The system will support the pilot phase, allow structured capture of diverse research contributions and provide a scalable framework for wider adoption across Faculties. Narrative CV training will be delivered in alignment with the PURE CV Module, ensuring alignment with funding body requirements, to ensure researchers can develop CVs that reflect diverse contributions and comply with CoARA and DORA principles.</p> <p>Activities will include delivering CoARA/DORA awareness sessions, running a small-scale Narrative CV pilot through PURE, developing internal guidance and templates, . This work will be supported by the existing SETU CoARA Working Group to coordinate ongoing implementation. This action will ensure SETU continues to build capacity, capability and confidence in responsible research assessment across the institution.</p>	New	<p><b>Q1-Q3 2026:</b> CoARA/DORA awareness sessions  <b>Q2 2027:</b> Narrative CV pilot using PURE CV Module and training  <b>Q3 2027:</b> Pilot evaluation and draft internal (quantitative and qualitative) assessment guidance  <b>Q4 2027:</b> Continued refinement of internal process and guidance  <b>Q1 2028:</b> Annual progress update  <b>Q2-Q4 2028/2029:</b> Implementation if approved</p>	<p>VP RII  Head of Research  VP People, Culture and EDI  RII Team  HR Manager with support from Research Systems Support Unit (PURE Team &amp; Data Steward) and the HR Business Partner for Research</p>	<ul style="list-style-type: none"> <li>CoARA &amp; DORA training completed Narrative CV pilot completed and evaluated using PURE CV Module</li> <li>Narrative CV training delivered in alignment with the PURE CV Module and in compliance with funding body rules</li> <li>Draft internal assessment guidance prepared</li> <li>Annual progress update submitted to VP Research/HRS4R Steering Group</li> <li>Future phased implementation aligned with PURE CV templates for RRA</li> </ul>
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HRS4R05	Enhance OTM-R Recruitment, Induction and Mobility Supports	<p>SETU will review and strengthen the application of Open, Transparent and Merit-based Recruitment (OTM-R) principles within its existing Recruitment &amp; Selection processes. This work will continue to harmonise recruitment practices across the merged university, enhance transparency and consistency, and improve mobility and induction supports for researchers. The aim is to ensure recruitment that is fair, open and aligned with national and European expectations.</p> <p>It also supports SETU's obligations under the Charter &amp; Code by strengthening visibility of existing procedures, particularly around appeals, and ensuring that recruitment and induction processes are applied consistently as SETU embeds its university wide Research and HR structures. This work will also be aligned with SETU's Athena Swan Bronze Award and Gender Equality Action Plan to ensure recruitment, appeals and induction processes remain equitable, bias-aware and consistent across all campuses.</p>	Ongoing	<p><b>Q3–Q4 2026:</b> Enhancement actions agreed</p> <p><b>Q1–Q2 2027:</b> Policy integration + HR briefing sessions</p> <p><b>Q3 2027:</b> Standardised induction implemented</p> <p><b>Q4 2027–Q2 2028:</b> Mobility supports launched</p> <p><b>Q3–Q4 2028:</b> Evaluation</p>	HR Managers HR Business Partner for Research HR Recruitment Team EDI	<ul style="list-style-type: none"> <li>Initial OTM-R review completed and documented for HRS4R Review (2025)</li> <li>Priority enhancement actions agreed and approved</li> <li>Standardised researcher induction implemented</li> <li>Enhanced mobility supports introduced</li> <li>Appeals process clarified and visibly signposted to all applicants and panels (Update R&amp;S Policy)</li> <li>OTM-R enhancements evaluated and reported</li> <li>Positive movement observed in 2026 Research Culture Survey indicators</li> </ul>
HRS4R06	Strengthen Career Development and Progression Readiness for Researchers and RMAs	<p>SETU will enhance the clarity and transparency of career development and progression readiness for researchers (R1–R4) and Research Managers and Administrators (RMAs). This action will map current supports, identify gaps, and strengthen access to development opportunities that prepare staff for progression routes, promotion processes and emerging sectoral pathways, including the proposed TU professorship model.</p> <p>It will align with external frameworks, such as the National Researcher Development Framework (once available), ResearchComp and ResearchComp for RMAs, to ensure SETU's approach supports recruitment, retention and career advancement. The action acknowledges that formal progression structures are determined at sectoral level but emphasises institutional readiness and support.</p>	New	<p><b>Q1–Q2 2026:</b> Mapping of existing career development and progression supports Identification of gaps related to progression readiness and clarity of pathways</p> <p><b>Q3–Q4 2026:</b> Development of enhanced career guidance resources for researchers and RMAs Review of national and sectoral progression models (including proposed TU professorship pathways)</p> <p><b>Q1 2027:</b> Draft Career Development and Progression Readiness Framework completed</p> <p><b>Q2 2027–Q4 2028:</b> Implementation across campuses Communication and guidance materials rolled out Ongoing monitoring of progression readiness indicators</p> <p><b>Q4 2028:</b> Annual review and refinement based on feedback, sectoral developments and HRS4R monitoring</p>	VP RII VP People Culture EDI Head of Research RII Team HR Business Partner for Research HR Learning and Development Unit HR Manager	<ul style="list-style-type: none"> <li>Mapping of current career support and progression-readiness provision completed</li> <li>Clear, accessible progression-readiness resources available to researchers and RMAs</li> <li>SETU Career Development &amp; Progression Readiness Framework developed</li> <li>Researchers and RMAs report improved clarity on progression pathways (via survey indicators)</li> <li>Structured link established between SETU career development supports and emerging TU professorship pathways</li> <li>Annual review completed and published</li> </ul>

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### 3. WORKING CONDITIONS AND PRACTICES

**Aim: To foster equitable, supportive and healthy working conditions by implementing an OECD-aligned workload model, embedding a positive research culture and sense of belonging, improving cross-campus support and communication systems, and using structured exit insights to drive continuous improvement.**

HRS4R07	Implement an OECD-Aligned Workload Allocation Model	<p>SETU will design and implement a unified Workload Allocation Model (WAM) that reflects the recommendations of the 2024 OECD Review of the Technological University sector, supporting balanced academic roles and equitable treatment across campuses. The WAM will explore the recognition of research time, supervision, leadership, engagement and culture building activities. Clear definitions, transparent allocation processes and annual review mechanisms will support fairness, protect research time and address systemic workload inequities that constrain research productivity.</p> <p>This action responds to findings from the 2025 Research Culture Survey and Athena Swan evidence, which highlighted workload clarity, protected research time and burnout concerns as key pressures affecting the research community across SETU.</p> <p>PURE will support this action by providing verified, centralised data on research outputs, supervision, awards and engagement activities. Using PURE as the authoritative source ensures that research contributions are consistently captured and accounted for in workload allocations. Linking WAM calculations to PURE data improves transparency, enables evidence-based workload distribution and supports equitable recognition of all academic activities.</p>	New	<p><b>Q3–Q4 2026:</b> Model development + consultation  <b>Q1 2027:</b> Final approval  <b>Q2–Q4 2027:</b> Pilot Year 1 (utilising PURE data for research and engagement contributions)  <b>Q1–Q4 2028:</b> Pilot Year 2 + evaluation  <b>Q1 2029:</b> Institutional adoption  <b>Q2–Q4 2029:</b> Embedding into practice</p>	<p>VP RII &amp; VP People Culture EDI  VP Strategy  Head of Research  Heads of Faculties  HR Business Partner for Research  HR  Trade Unions with support from Research Systems Support Unit (PURE Team &amp; Data Steward)</p>	<ul style="list-style-type: none"> <li>WAM developed with consultation across Faculties</li> <li>Pilot implemented</li> <li>≥70% staff reporting improved workload clarity</li> <li>Increased protected research time, reflected in contracts.</li> <li>Transparent reporting on research contributions across all campuses, using PURE as the authoritative source</li> </ul>
HRS4R08	Formalise Researcher Exit Interviews and Off boarding Insights	<p>SETU will formalise an exit interview and off-boarding process to ensure consistent capture of researcher feedback on working conditions, culture, supervision, support and career pathways. Insights will be aggregated annually to identify systemic issues and feed directly into HRS4R monitoring, Research Culture initiatives and HR workforce planning.</p> <p>This action will improve institutional learning from departures, support evidence based retention efforts and strengthen the working environment for current and future researchers.</p>	New	<p><b>Q1–Q2 2026:</b> Model design &amp; pilot setup  <b>Q3–Q4 2026:</b> Pilot completed  <b>Q1 2027:</b> University-wide rollout  <b>Q4 2027:</b> First annual insights report  <b>Q4 2028 &amp; Q4 2029:</b> Subsequent annual reports</p>	<p>VP People Culture, EDI  HR Managers  HR  RII</p>	<ul style="list-style-type: none"> <li>Exit interview/off boarding model developed</li> <li>Pilot completed with ≥50% participation</li> <li>University-wide implementation</li> <li>Annual insights report produced with recommendations</li> <li>≥70% of departing researchers completing exit process</li> </ul>

HRS4R09	Embed Research Culture, Belonging and Cross Campus Communities	<p>SETU will strengthen and embed a positive, healthy research culture across all campuses, guided by findings from the 2025 Research Culture Survey. An Annual Research Culture Investment Fund, supported by the VP RII, will resource researcher led initiatives, cross-disciplinary networks and community building activities.</p> <p>Research culture will become a standing agenda item at RII SLT fortnightly meetings to ensure ongoing oversight and alignment. An Annual Research Culture Report will track progress, monitor KPIs and inform planning. Insights from the research culture survey, pulse surveys and exit interviews will feed directly into improvement actions.</p>	New	<p><b>Q1 2026:</b> Budget allocation + governance confirmed  <b>Q1 2026:</b> Standing SLT agenda item established  <b>Q3 2026:</b> First cycle of initiatives delivered  <b>Q4 2026:</b> Annual Research Culture Report (Year 1)  <b>Q4 2027, Q4 2028, Q4 2029:</b> Annual culture reports  <b>Q1–Q4 2027–2029:</b> Ongoing delivery + monitoring</p>	VP RII Head of Research HR Business Partner for Research RII Team	<ul style="list-style-type: none"> <li>Annual research culture investment fund allocated and reported</li> <li>Research Culture included as standing SLT item</li> <li>≥10% improvement in key indicators from 2025 baseline by 2029</li> <li>Annual Research Culture Report published</li> <li>Evidence of culture insights informing RII, HR and Faculty planning.</li> <li>≥50% increase in participation in cross-campus culture activities by 2028.</li> </ul>
HRS4R10	Improve Research Support Pathways and Internal Communication	<p>SETU will strengthen the overall research support ecosystem by establishing a coherent, university wide support model with streamlined pathways, centralised communication and clear signposting. This will enhance consistency and visibility of supports, reduce fragmentation, and improve access to training and guidance across all campuses.</p> <p>A single digital “Researcher Portal” will act as the central entry point for researchers, providing integrated access to information, services and systems, and strengthening connectivity between researchers and central support units. This strategic approach will improve efficiency, reduce administrative burden and support a seamless researcher experience. It also directly addresses Research Culture Survey feedback on information overload and the need for clearer, more navigable support pathways.</p>	New	<p><b>Q1–Q2 2026:</b> Mapping existing support landscape  <b>Q3–4 2026:</b> Portal launch  <b>Q1–Q4 2027:</b> Usage monitoring + refinements  <b>Q2 annually (2028 &amp; 2029):</b> Metrics in RII Annual Report</p>	VP RII Head of Research RII Team PRO	<ul style="list-style-type: none"> <li>Researcher Portal Usage</li> <li>≥50% increase in RDP participation</li> <li>Support satisfaction ≥80%</li> <li>Annual support access metrics published in RII Annual Report</li> </ul>
HRS4R 11	Expand Wellbeing and Engagement Supports for Researchers and RMAs	<p>SETU will strengthen institutional support for researcher wellbeing and engagement by developing a coordinated and accessible wellbeing support model tailored to researchers (R1–R4) and RMAs. This will include mapping existing provision, identifying research-specific needs and establishing clearer, more consistent pathways to support across campuses.</p> <p>This action responds to findings from the 2025 Research Culture Survey and Athena Swan evidence, which highlighted wellbeing, workload pressure, isolation and belonging as key issues for the research community. It will be developed in alignment with SETU’s wider institutional wellbeing supports to ensure coherence, visibility and easier access for researchers and RMAs across all campuses.</p> <p>This work also supports the ‘People, Research Culture and Environment’ priority within SETU’s strategic plan Connecting For Impact (2023–2028), contributing to a healthier, more inclusive and sustainable research environment.</p>	New	<p><b>Q1–Q2 2026:</b> Wellbeing mapping + coordination mechanism  <b>Q3 2026:</b> Signposting updated  <b>Q4 2026–Q2 2027:</b> Induction + supervisor training updates  <b>Q3 2026 onwards:</b> Annual wellbeing monitoring  <b>Q4 2026, Q4 2027, Q4 2028, Q4 2029:</b> Wellbeing reporting in HRS4R Annual Report</p>	RII HR Manager GSO	<ul style="list-style-type: none"> <li>Wellbeing signposting updated and integrated into researcher-facing platforms</li> <li>Wellbeing awareness embedded in induction and supervisor development</li> <li>Cross unit coordination mechanism established (RII, GSO, HR with strengthened linkages to the SETU Healthy Campus Working Group, Athena Swan and SETU’s Learning &amp; Development Unit</li> <li>Annual wellbeing monitoring using research Culture surveys, pulse surveys, exit insights and engagement data</li> <li>Include a section in the HRS4R Annual Report on wellbeing with targeted recommendations</li> <li>Demonstrated year-on-year increase in engagement with wellbeing supports.</li> </ul>

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#### 4. RESEARCH CAREERS AND TALENT DEVELOPMENT

**Aim: To deliver a coherent, institution-wide approach to researcher and RMA development by building supervisory capacity, expanding leadership and professional development opportunities, aligning training with national and European frameworks, and strengthening SETU's research ecosystem to ensure consistent, high-quality support across all career stages.**

HRS4R12	Build Supervisory Capacity and Support for Doctoral Growth	<p>SETU will strengthen supervision as a core pillar of its research environment by developing a comprehensive Supervisory Capacity and Support Framework. This strategic initiative will establish clear and consistent expectations for supervisory practice across all Faculties and will include mandatory supervisor development, a Supervisor Code of Practice, structured Communities of Practice and mechanisms for monitoring supervisory experience and support needs.</p> <p>The Framework will build supervisory capacity, enhance support for supervisors, and underpin SETU's ambitions for sustainable doctoral growth. It directly supports the University's commitment under the Connecting for Impact strategic plan to expand the PhD pipeline, while contributing to a consistent, supportive and researcher-centred PGR environment across all campuses.</p>	New	<p><b>Q1-Q2 2026:</b> Supervisor Code development  <b>Q2 2026:</b> Supervisor CoP established  <b>Q3 2026-Q4 2027:</b> Mandatory training rollout  <b>Q4 2027:</b> Code adopted university-wide  <b>Q4 annually (2028 &amp; 2029):</b> Monitoring reports</p>	VP RII Head of GSO Head of Research GSO Team RII Team HR Business Partner for Research	<ul style="list-style-type: none"> <li>Supervisor Code of Practice designed and approved</li> <li>Supervisor Community of Practice (CoP) established and active</li> <li>Supervisor Code implemented university-wide</li> <li>Mandatory supervisor development/training completion ≥95%</li> <li>Annual supervision monitoring process established (experience, support needs, feedback)</li> <li>Evidence of strengthened supervisory capacity contributing to doctoral growth (e.g., increased supervisor availability, improved supervisor preparedness)</li> </ul>
HRS4R13	Establish a Researcher and RMA Talent Development Framework	<p>SETU will develop a coordinated Talent Development Framework to strengthen training, skills and continuous professional development (CPD) opportunities for researchers (R1-R4) and Research Managers and Administrators (RMAs). This action will map current provision, identify gaps and enhance access to structured, coherent development pathways.</p> <p>The Framework will align SETU's training and development supports with national and European standards, including the National Researcher Development Framework (once available), ResearchComp and ResearchComp for RMAs. It will expand SETU's Researcher Development Programme (RDP), strengthen leadership, research skills offerings, and ensure consistent cross-campus access to high-quality development opportunities. This action focuses on enhancing training, capability and career readiness, recognising that progression structures themselves are determined at sector level.</p>	New	<p><b>Q1-Q2 2026:</b> Mapping current RDP and CPD provision  <b>Q3 2026:</b> Expansion of RDP programme  <b>Q4 2026:</b> Launch of the Talent Development Framework  <b>Q1 2027-Q4 2028:</b> Delivery across all campuses  <b>Q4 2028:</b> Annual review and refinement</p>	VP RII (Lead) Head of Research RII Team HR Business Partner for Research HR	<ul style="list-style-type: none"> <li>Mapping of current development provision completed</li> <li>Expanded RDP and leadership/skills programmes delivered</li> <li>Talent Development Framework developed and launched</li> <li>≥30% increase in participation in development opportunities</li> <li>Annual progress review completed</li> </ul>

HRS4R14	Advance SETU's PGR Ecosystem to Enhance the Researcher Experience	<p>SETU will continue to strengthen Graduate Studies Office (GSO) supports and develop a coherent, university-wide PGR ecosystem that ensures consistent induction, training, wellbeing supports for all postgraduate researchers. The ecosystem will deliver expanded PGR training pathways, aligned and transparent cross campus supervisory processes, and enhanced wellbeing and community-building supports.</p> <p>A comprehensive review of SETU-funded stipend adequacy will be undertaken, informed by national benchmarking and the cost-of-living context, to ensure fair and competitive financial supports. This action will enhance the quality, consistency and inclusivity of the doctoral experience, strengthen belonging, and underpin SETU's ambition to grow high-quality doctoral provision as outlined in <i>Connecting for Impact</i>.</p>	Ongoing	<p><b>Q1-Q2 2026:</b> Finalise PGR training &amp; induction model  <b>Q3-Q4 2026:</b> Stipend review complete  <b>Q1-Q4 2027-2029:</b> Annual monitoring + wellbeing reporting</p>	Head of GSO GSO TEAM	<ul style="list-style-type: none"> <li>• Cross Campus PGR induction and training model fully implemented</li> <li>• Stipend review completed</li> <li>• PGR experience/wellbeing satisfaction <math>\geq 75\%</math></li> </ul>
HRS4R15	Extend and Enrich the Odyssey Researcher Mentoring Programme	<p>SETU will extend and enhance the Odyssey Researcher Mentoring Programme to ensure consistent, high-quality mentoring support for researchers (R1-R4) across all campuses. This action will standardise the mentoring model, expand mentor and mentee recruitment, and ensure alignment with SETU's broader researcher development programme.</p> <p>The strengthened programme will support career development, build confidence and capability among early-career researchers, and foster a more connected and inclusive research community. Enhancing mentoring provision also aligns with SETU's Athena Swan commitments by promoting equitable access to developmental support, addressing experiences of isolation highlighted in institutional surveys, and advancing a culture of inclusion and belonging.</p>	New	<p><b>Q1-Q2 2026:</b> Programme extended SETU-wide  <b>Q3 2026-Q4 2027:</b> +25% mentor/mentee recruitment  <b>Q3 2026:</b> Standardised mentor/mentee training model  <b>Q4 2027 &amp; Q4 2028:</b> Annual mentoring outcomes reports  <b>Q2 annually (2027-2029):</b> Mentor/Mentee networking event</p>	HR Business Partner for Research in conjunction with RII and EDI	<ul style="list-style-type: none"> <li>• Odyssey programme extended across all SETU</li> <li>• Mentor/mentee recruitment increased by <math>\geq 25\%</math></li> <li>• Mentor and Mentee training delivered and standardised SETU-wide</li> <li>• <math>\geq 80\%</math> satisfaction rate among participants</li> <li>• Annual mentoring outcomes report produced</li> <li>• Mentor/Mentee Annual Event</li> </ul>

This Action Plan has been designed to ensure thematic clarity and avoid duplication, with each action contributing a distinct role within SETU's broader research environment. Implementation and oversight will be coordinated through the HRS4R Operational Group and monitored by the HRS4R Steering Group, supported by the VP RII, RII, HR, GSO, EDI and the Research Systems Support Unit. These governance structures will ensure coherent delivery, alignment with institutional strategies and external frameworks, and continuous improvement throughout the 2026-2029 cycle.