HREiR Action plan 2021 - 2023

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HR EXCELLENCE IN RESEARCH

Details				
Institution name:	**Lancaster University**	The institutional audience* for this action plan includes **(complete or delete, as appropriate)**:		
Cohort number:	**Cohort 3**	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	**24-Sep-21**	**Research staff**	393	**Main target Audience are Research only staff - these are now all on 'contracts with no end date'.**
Institutional context:	At Lancaster, the responsibility for the Researcher Development Concordat sits with the Concordat Implementation Group, a sub committee of the Institutional Research Committee. The main audience for this action plan is those staff on research only contracts. By ensuring this category of staff have the support they need, this good practice can be shared to include all staff. On the table overlap activity with Athena Swan action plan is highlighted in beige. We acknowledge that the Vitae CEDARS survey is now biannual, however an internal survey gathering similar data will be undertaken in 2022.	Postgraduate researchers	1800	Currently supported by our Doctoral Academy
		Research and teaching staff	992	Includes Teaching and Engagement, Teaching and Research, Teaching and Scholarship
		Teaching-only staff	138	
		Technicians	120	
		Clinicians		Not currently listed as a seperate staff category.
		Professional support staff	1438	
		Other (please provide numbers and details):		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
ECI1	Ensure that all relevant staff are aware of the Concordat	Information on the Concordat/Code of Practice is included in Research Staff Induction and also included in responsibilites as part of new PI development session. Recommend the Human Resources Partners team are briefed on this on a regular basis - the team is new.	Increasing numbers of researchers and research managers reporting that they are aware of the Concordat. As measured through the CEDARS Survey (Q.43.1a). (2020 - 24.3% had never heard of the Concordat, by 2021 this was down to 22.6% - aiming for down to 18% by 2022 survey results). If CEDARS is not available in 2022 then an alternative internal survey will be undertaken. Regular feedback directly from researchers at Research Staff Association events and as part of new starter survey.	Aug-22	OD for research and Academic. All CIG members. HRBP (Research Committee)		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Athena Swan - 2019AP MCFW6 - PARS (Parental, Adoption, Research Support) scheme now open to those on fixed-term and indefinite with an end date contracts	a) PARS scheme eligibility criteria reviewed to ensure that "research active" is defined in a manner that applies in all subjects and includes all research staff. b) 100% increase in uptake of PARS scheme, that is, increase from around 2 per year to 4 per year.	a. Oct 21 b. Oct 23	Faculty Deans, HRBP, AS lead		
		Equity - Consistency in application of policies e.g. funding for conferences and development.	All researchers to be offered the same opportunities. Undertake an assessment of the 10 days development and how they have been used. Establish any obvious discrepancies between faculty or protected characteristics. Direct researcher feedback at RSA Spring Event	Priority action - Easter 2022	ADs Research, ADs People, Research managers		
		Researcher Voice - Guidance on the inclusion of research staff in all departmental communications	All new and existing research staff to be included in all departmental communications. Made aware of broader opportunities and included in departmental meetings. Feedback direct through RSA event in Spring term and monitoring within departments.	Priority action - Easter 2022	ADs Research, ADs People, Faculty and Dept managers		

		Monitor response to relevant CEDARS questions, ensure Research Community have a variety of opportunities at all levels to feed into the development of processes and systems.	CEDARS (Q14.3a, Q16.7a) feedback to show a 10% increase of higher level of awareness and engagement, by all the research community. LU specific CEDARS in 2022.	Summer 2022	OD A and D		
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Introduction of Simitive software to manage workloads, planned for 2022. Further encouragement for all PIs to attend the PI and management training.	CEDAR (Q14.8a etc) feedback on workload allocation and direct positive feedback through the RSA. (CEDARS 2021 report for supporting mental health and wellbeing Disagree 25.8% and strongly disagree 25% - reduced to 18% target)	Summer 2022	Simitive working Group - reporting through PEOD Director		
		Introduction of regular thematic pulse surveys	These will provide valuable data on the views of all staff groups. Help to monitor trends and highlight issues for action. Report to CIG for further actions if needed.	Termly reports	Associate Director People, Culture and Inclusion		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Athena Swan 2019 AP C8 - mandatory EDI training completions. New mental health module to be developed.	a) 95% of all new starters have completed mandatory EDI training. b) 95% of all (i.e., including existing) staff have completed mandatory EDI training.	Oct-22	Director POED. AS lead		
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Re-fresh of research integrity training. Improvement in monitoring participation. University Research Ethics Committee (UREC) currently undertaking a survey about existing training provision in departments and faculties.	System developed to monitor participation in year one with a 20% increase in particpation reported for year 2.	Oct 21 and Oct 22	Director of RSO		
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Undertake an EDI/culture survey. Continue with annual CEDARS surveys. Use of feedback groups and the continued input from the RSA.	CEDARS (Q37 etc) Feedback to show a positive improvement in 'cultural' elements. Increase by 10%.	Aug-22	Equality, Diversity and Inclusion Manager, OD (A and R)		
		Identity - Agreed nomenclature - a clearer understanding of how various categories of research staff might describe themselves.	Feedback directly from Research staff at research staff Summer event. Recognition and adoption of terminology across the instituion.	Priority action - Summer 2022	OD (A and R) HR service delivery manager		
		Identity - Clearer definition on contracts e.g. Academic or PS or research	Feedback directly from Research staff at research staff Summer event. Regulation through People and Organisation effectiveness contracts team.	Priority action - Summer 2022	OD (A and R) HR service delivery manager		
		Researcher representation on departmental and Faculty committees to be reviewed with the process for ensureing new appointments, due to the transiend nature of the contracts.	Researcher representation on committees to be monitored by the Departmental Research Directors to ensure all posts are filled and data collected by the OD A and R annually.	Annual - Spring term	OD (A and R) Dept Research Directors		
Funders must:							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	Athena Swan 2019AP MCFW5, grant applicants provided with support to write budgets including parental leave and part time working requests	a) Guidelines for grant applicants is developed and implemented.	Oct-22	Director of Research and Enterprise Services (RES)		
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers						
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions						

HREiR Action plan 2021 - 2023

Managers of researchers must:							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Athena Swan 2019 AP C8 - mandatory EDI training completions. New mental health module to be developed.	Impact on management practice measured through CEDARS and AS reporting	Aug-22	AS Lead		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	All PIs to undertake relevant PI and managment development and research integrity training	Impact on management practice measured through CEDARS (CEDARS 2021 (Q39) , 'Felt pressured into compromising your research integrity 18.8% reported yes aiming for 15%)	Aug-22	Director for RSO		
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	Athena Swan 2019AP C14 Reporting on Bullying and Harrassment will be included in annual EDI report	80% completions - not currently measured, coming soon.	Jun-22	Director of POED, AS lead		
		PIs and research leaders to undertake appropriate training - full suite of development options is available. Any gaps identified as part of Culture Review.	(CEDARS 2021 (Q25.8a, 25.9a) report for supporting mental health and wellbeing Disagree 25.8% and strongly disagree 25% - reduced to 15%) (Personally felt bullied or harassed - aiming for 15% down from 20.8%) (felt pressured into compromising integrity - down from 5.6% to 2%) With a year on year decrease in all areas. LU specific CEDARS in 2022	Summer 2022	ADs for research		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Monitor response to relevant CEDARS questions (Q.14.6a etc). System development, driven by AS will ease the reporting, giving us additional baseline data.	Impact on management practice measured through CEDARS currently 33% fully confident and 66.7% Confident - no negative responses. Maintain and improve to 40% fully confident. LU specific CEDARS in 2022.	Aug-22	Director of POED		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	CIG and research committee representation. Inclusion of researchers in working groups. Clearer Roles and responsibilites for Faculty Researcher representatives on committees etc. Promotion of these opportunties as part of career development by research managers.	Increased presence at all research committee levels and involvement in broader institutional task groups etc. (CEDARS 2021 (Q.34.8) 'participation in policy and decision making' 17.4% have done this and 50% would like to. Aim for 25% have done this).	Aug-22	ADs for research		
Researchers must:							
ECR1	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	Activity in relation to networking and support activities.	Increase of active membership of the RSA by 5%, measured by participation in RSA activities and increased membership of Policy and working groups. Researchers having an impact on policy and decision making. Reports through RSA exec (to CIG) of impact and engagement.	Sept 22 and Sept 23	RSA exec. OD (A and R), ADs Research		
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Measure the use of the online research ethics training module and the one to one sessions arranged by the RSO	CEDARS feedback and Moodle reports. Benchmark needs to be established as currently no measures in place. Feedback to include positive actions and greater understanding of the process and their role.	Dec 21 then annual reports 2022/2023	Director of RSO		
ECR3	Take positive action towards maintaining their wellbeing and mental health	Continued increase of participants on Resilient researcher. Increase awareness of additional mental health and wellbeing workshops. (CEDARS Q 41.4)	Monitor attendance figures (increase by 10%) Feedback from participants, to report improvements in wellbeing and good working practices. As reported in OD annual review.	Aug-22	OD for research and Adademic		

ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Research staff to be informed of processes as part of departmental induction. Adoption of Researcher induction developed by researchers from Comms and Comp Dept.	Awareness of policies - as reported in pulse and CEDARS 2021 (Q37.1a etc, 38.1a etc, Q39 etc) reports 41.4% unfamiliar with mechanisms to report discrimination - decrease to 20%, 35% were not familiar with mechanisms to report bullying or harassment aim for decrease to 15%.	Aug-22	OD (A and R), ADs Research, HR Partners	
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Alternative opportunities now email directly to the researchers themselves, rather than through the Departments. Increase attendance at Wellcome Culture cafes etc. Inclusion of researchers in working groups. Stronger connections between RSA and Dept research reps. Clearer Roles and responsibilites for REPS	Researcher inclusion on working groups. e.g. People and Culture Plan implementation group, library working group	Ongoing, monitor annually in December	Associate Director of POED. RSA executive, ADRs and Research Directors	
Employment						
Institutions must:						
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Athena Swan CP1- stress inclusive Family friendly culture, CP2 consciously review images, CP5, Recruiting The Best training, CP8 monitor and publish metrics on appointment data annually,	a) Proportion of applications from females for academic roles has increased from 32% (2017-18) to at least 40%. b) The current percentage (20%) of BAME staff and students featured in University publicity material images is increased to 25%. c) 80% of panel members have completed 'Recruiting the Best' training by Oct 2022 and increasing there after. d) Diversity metrics to be made available Oct 2021	A) June 2023 B) Dec 2022 C) Oct 2022 D) Oct 2021	Director of POED and Faculty Deans - B) Director of Marketing and Comms. AS leads	
		Improving recruitment practice across all roles and interview panels.	All panel members to undertake Recruiting the best training or Top up. Aiming for 80% by April 2022. Participants to report a greater awareness of 'fairness' in recruitment and to make changes to their own recruitment practice. As reported in OD annual report.	Review April 2022	Deputy Director of POED.	
		New updated Immigration system, online training to be available.	launch December 2021. Users to report improved understanding of the system and its importance in improving practice.	Launch 2021	Director of POED	
		New REC team and implementation plan, in post for Michaelmas 2021	Focus on diversifying our research staff. Measures to be confirmed within new Plan.	Launch 2021	Associate Director of POED. REC lead	
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Sharing good practice, for example School of Computing and Communications induction pack (designed and developed by researchers for researchers). New online central induction to continue as well as re-introduction of face to face event.	CEDARS improved satisfaction data. (CEDARS 2021 (Q42.4) 'Feel included in research group' 28.8% Agree strongly and 46.4% Agree - increase these to 85% combined). New starter Induction questionare, to show that new staff have a broad understanding of the University and how their role fits within the local structures.	Aug-22	OD (A and R), ADs Research, HoDs	
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Athena Swan, FT7, grade 6-7 promotion, rewrite of promotion pathways and criteria currently underway	Athena Swan action plan reports annually	Dec-21	Director of POED, AS lead	
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	New bespoke 'Managing your research project' is in development. Feedback showed that researchers didn't engage with generic Project Managment workshops.	CEDARS and programme feedback (CEDARS 2021 (Q33.6a - etc) 22.7% have done this 47.7% would like to do this. Aim for 45% to have completed training by 2023. If CEDARS is not available in 2022 then an alternative internal survey will be undertaken.	Aug-23	OD Academic and Research	

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	Athena Swan, FT2 PDRs for fixed term staff, CP9 PDR training for managers, to include promotions	a) 80% of academic/research staff with contracts of 2 years or more have had a PDR. b) % F promotion applicants increases from 11% (2017-18) to 13%; success rate for F applicants increases from 89% (2017-18) to 92%. d) 'Making Professor' workshop is rebranded to provide support to all levels of academics who may be seeking promotion, particularly those from under-represented groups.	A) Oct 2021 B) June 2023 C) Oct 2021	Deans, Director of POED, AS lead	
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	May 2020 significant ammendements to redeployment in consultation with unions. All staff placed on redep list automatically 6 months prior to contract end date (previously 3). Sector wide approach to redeployment being considered as part of 2021 JNCES negotiations.	CEDARS improved satisfaction data (CEDARS 2021 (Q25.2a) Guidance on institutional redeployment processes 38.5% not very confident and 11.5% not at all confident - aim to reduce these to 30% and 7% respectively.) LU specific CEDARS in 2022.	Aug-22	Director of POED and Faculty Deans - B) Director of Marketing and Comms.	
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Review of committee membership underway. RSA Executive membership refresh. New opportunties to involve Researchers in working groups.	Visible increase in researcher representation on all relevant consultation groups. CEDARS (Q16.7) satisfaction data. LU specific CEDARS in 2022.	Annual monitoring December	OD (A and R), ADs Research, RSA Exec.	
Funders must:						
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies					
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security					
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression					
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels					
Managers of researchers must:						
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	PDR training for managers. Ensure all researchers are offered career support including PDRs, access to training (included in contracted working hours), access to subject-specific career development workshops (included in contracted working hours), and access to LU's redeployment register for 6 months after the end of a contract	Introduction of new PDR system. Tracking and usage of PDR system to improve. Researcher to be included on development working group. Increased satisfaction from researchers on PDR up to 15% (currently 11.2% (Very Useful) and 40.8% (useful) Cedars survey data (Q21a).	New Software Launch Jan 2022	Deputy Director POED, HRPB	
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Training and development opportunities to be explicitly targetted at research managers, bespoke sessions to be introduced.	Report from RSO highlighting any areas of concern regarding conditions of funding. Follow up with managers 6-12 months after the training to assess the difference it has made.	Aug-22	OD (A and R) RSO representative	
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	New starter survey. Good practice sharing and continued attendance at development activities. Baseline recruitment and promotions data to be established to understand the current situation.	New starter survey and feedback to show researchers are satisfied with their local induction process. Increase in reports of researcher promotions.	Termly report to CIG	HR service delivery manager, Reward and recognition manager	

EM4	Actively engage in regular constructive performance management with their researchers	Good practice demonstrated and feedback from RSA and CEDARS	CEDARS Satisfaction data (CEDARS 2021 (Q16.2), Institution value on your contribution to Performance management 8.1% fully, 17.9% mostly - increase to 10% and 20% respectively,) these measures are low due to the mix of participants. Further broader feedback needed, could be incorporated into launch of new PDR system)	Aug-22	Deputy Director POED, HRPB		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Culture survey to identify gaps. New promotions criteria encourages engagement and contribution to policy development. Now recognised in all promotional strands as part of 'leadership'.	Research culture survey to be established. Not currently measured, but trends shown as part of promotions process, to be reported through CIG.	Dec-23	OD (A and R) HR reward and recognition manager		
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Improved induction at faculty and departmental level (under review). Signposting to relevant policies, when identified, through RSA wordpress site.	Satisfaction with induction processes and knowledge, reported through new starters induction survey and CEDARS Q20.1a 2021 - Very useful 14.8%, 44.4% useful. Increase to 65% satisfaction overall.	Aug-22	Faculty Managers, OD (A and R), Researcher managers		
ER2	Understand their reporting obligations and responsibilities	Improved induction at faculty and departmental level (under review). Signposting to relevant policies, when identified, through RSA wordpress site.	Satisfaction with induction processes and knowledge, reported through new starters induction survey	Aug-22	Research Managers		
ER3	Positively engage with performance management discussions and reviews with their managers	PDR uptake monitoring to ensure all researchers have an opportunity to take part - New PDR system currently being developed.	Introduction of new PDR system. Tracking and usage of PDR system to improve. Researcher to be included on development working group. Feedback gathered as part of Project review to target satisfaction levels and engagement by researchers.	New Software Launch Jan 2022	Deputy Director POED, HRPB		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	New opportunities are available to take part in focus groups and working groups. These include the new PDR software, the institutional people and culture plan, the library research working group, the RSA etc	Increased membership by researchers on all opportunties offered. Input and effectiveness reported back through the RSA.	Dec-22	RSA exec. OD (A and R), ADs Research		
Professional and Career Development							
Institutions must:							
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	Explore development of a new development programme to include some 'mandatory' elements and a 'menu' of optional developement activities, provided by a number of areas of the University.	Full programme to be promoted, Michalemas 2021. Programme feedback gathered on satisfaction and impact	Jul-22	OD (A and R)		
		Managers to be made aware of the new facilities in the Library extension, providing physical, digitally-equipped spaces for the library to co-deliver researcher development activity and to be a hub for researchers to meet and collaborate. The main spaces are the Open Research Lab and Digital Scholarship Lab.	Impact will be difficult to measure, usage will be monitored and look to increase year on year. Interaction and networking across research groups will be encouraged in a way not possible in departments.	Usage and impact report to CIG Jan 2022, then termly	Assistant Director: Digital Innovation and Research Services		

		Data Conversations: a series of informal and inclusive events for researchers from all disciplines and career stages to share their experiences of collecting, managing and sharing research data. Includes informal presentations, group discussion and networking. •Open Research Cafes – similar to the above, but with a broader focus across the full breadth of open research, not just research data.	These new sessions are open to all staff and will utilise a mixed approach of in person (in the new faciltites) and online delivery to allow for full flexibility to encorage the broadest attendance possible.	Usage and impact report to CIG Jan 2022, then termly	Assistant Director: Digital Innovation and Research Services		
		The above are linked by the new recently approved 'Principles of Open Research'.	Success will be measured by a 5 year library road map, which will measure deliverables. Working group will include researcher rep.	Usage and impact report to CIG Jan 2022, then termly	Assistant Director: Digital Innovation and Research Services		
		Further investigation of mechanism to track the 10 development days and report on them. Options include using new PDR system or existing CoreHR system.	Currently no central mechanism in place. No measures for benchmarking. CEDARS 2021 (Q35 etc) reports that although 8% reported they had had more than 10 development days 12.8% said they had fewer than 1 day. Ambitious target of a 50% take up of 10 development days over two years. CEDARS 2023.	CEDARS 2023	OD (A and R), HR service delivery manager		
		Promotion of new resources as part of PROSPER career development Portal.	Monitoring of access to ensure Lancaster researchers are taking part in this initiative following the pilot.	Usage impact reported to CIG Dec 22	OD (A and R)		
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Explore the options for Manager mandatory training programme, to include coaching culture and career mentoring.	New PDR system, and Work Allocation Modules under development. To be available 2022. full review of impact as part of project implementation	Oct-22	Deputy Director POED and Assistant Director POED		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Departmental mentoring schemes to be encouraged. Signposting to Prosper resources.	Monitoring and reporting on Departmental mentoring schemes to CIG	Annually, Michaelmas	Faculty and Departmental reseach Deans and Directors		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Pan-institutional pilot mentoring scheme running currently - if successful this opportunity will be expanded. Departments to be highly encouraged to develop their own mentoring schemes	Pilot feedback to show positive impact on research confidence and increase in networking opportunties.	Feb-22	OD (A and R)		

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	Prosper, Portal launched 2021, full programme launch late 2021. Actively encourages researcher staff to develop new 'transferable' skill sets and introduces a broad range of alternative career options and contact with employers. Parallel Prosper group supports research managers and creates a support network. CEDARS Q25.2 suggests that there is an incongruence between Research Managers confidence to 'actively support researchers working towards career aspirations (33.3% - fully Confident and 56.4% - Confident) and Q28.5 satisfaction with support for broader career aspirations (Agree Strongly 20% and agree 33.3%) More emphasis to be placed on broadening career options, in PDR discussion training and other development programmes.	Prosper feedback and CEDARS satisfaction surveys (10% increase in satsifaction with career guidance). If CEDARS is not available in 2022 then an alternative internal survey will be undertaken. Additional feedback from exit surveys on breadth of career alternatives taken.	01/08/2022 - Prosper feedback 2023	OD (A and R), HR service delivery manager		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Current use of COREHR software for recording of PDR conversations is low. New PDR software, will provide better monitoring and promises a more user friendly interface.	Increased engagement and usage of software and online tracking and reporting. (first year benchmarking data to be collected, then increase by 40% second year)	Oct-22	Deputy Director POED		
		Researcher Identity - Clear guidance within PDR process, which forms to use and how to get the most out of it as a researcher.	To be launched with the new software. Feedback directly from Researchers as part of implementation plan.	Priority Action - by Summer 2022)	OD for PDR		
Funders must:							
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	New PDR software to be introduced to help with tracking and monitoring of PDR discussions. discussions to be broad and far reaching, not just 'traditional' routes.	Increased engagement and usage (first year benchmarking data to be collected.) Researchers to report through exit interviews, ongoing support for alternative career destinations.	Oct-22	Deputy Director POED		
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Encourage researchers to apply for places on the Prosper Project to be launched in late 2021. All Lancaster places to be filled.	Prosper Programme feedback. Researcher satisfaction with programme.	Annual report June 2022	OD (A and R)		
		Use of departmental and faculty mentoring schemes	Uptake in numbers of those with mentors and those willing to mentor. Direct in put from Faculty Research Deans and Directors	Oct Annual	Research Deans and Directors		
PCDM3	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	Clearer communications about the Code of Practice and responsibilities of each of the 'stakeholders'. Need clear direction on what constitutes a 'development' activity as not always recognised. Clarity of allocation within grant applications and understanding of grant implications.	CEDARS 2021 (Q35 etc) reports that although 8% reported they had had more than 10 development days 12.8% said they had fewer than 1 day. Aiming for a 50% take up of 10 development days over two years. Acknowledging that not all development days are recognised as such.	Aug-22	Director POED, OD (A and R) RSO support manager,		

PCDM4	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	Improved signposting and development routes with direct llinks to the RDF. CEDARS reports a higher number of researchers 'interested' in a variety of development activities, than those who have taken up the options available. This suggest that communication isn't clear and that Managers need a clearer steer on what is available.	OD attendance reports show an increase at researcher development events and CEDARS (Q33 etc) balance to show more people attending than 'wanting' to attend for each of the areas listed. Further attendance monitoring to be undertaken.	Aug-22	OD (A and R)		
		Managers to be made aware of the new facilities in the Library extension, providing physical, digitally-equipped spaces for the library to co-deliver researcher development activity and to be a hub for researchers to meet and collaborate. The main spaces are the Open Research Lab and Digital Scholarship Lab.	Impact will be difficult to measure, usage will be monitored and look to increase year on year. Interaction and networking across research groups will be encouraged in a way not possible in departments.	Usage and impact report to CIG Jan 2022, then termly	Assistant Director: Digital Innovation and Research Services		
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	New Research Leadership sessions to be developed in response to Pandemic and new challenges in bring staff back to campus and in kick starting research projects. More emphasis from the institution on the value of research managers in supporting the development of researchers.	CEDARS satisfaction survey. (CEDARS Q.30.1) survey currently shows that Research Manager support for 'developing researchers' appears to be undervalued. 28.5% Not very and 15.4% not at all.) Aspire to reduce this by 20%. If CEDARS is not available in 2022 then an alternative internal survey will be undertaken. Programme feedback to show an increase in confidence in leading and managing by participants.	Aug-22	Director POED, OD (A and R), RSO support manager,		
Researchers must:							
PCDR1	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	Identified and explored during PDR conversations	Monitoring currently under review - new system to be introduced 2022		OD (A and R)		
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Apply for place on PROSPER. Use of PROSPER portal. Apply to Mid career cross institutional mentoring scheme, broaden networks and support from research professionals in other institutions. (Pilot just started - first review of impact due in January)	All PROSPER places filled. Increase in access usage of PROSPER Portal to increase, year on year. All available mentoring slots filled. Positive feedback from end of programme impact assessments. Researchers to feel confident in thier broader skill sets, when exploring non HE career options.	annual reports Jan 2022	OD (A and R)		
PCDR3	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	Use of PROSPER portal to access career and professional training and career alternative and job family and skills training advice.	Long term monitoring of promotional routes and career destinations. As measured through exit interviews and promotional activity reports from across the institution.	Annual report June 2022	HR service delivery manager, OD (A and R)		
PCDR4	Positively engage in career development reviews with their managers	New PDR system to help monitor use and impact. But encouragement for managers to take these conversations out of PDR cycle.Use of mentors	CEDARS (Q31). Researchers to report feeling supported when applying for or exploring options for non academic roles.	Aug-22	Deputy Director of POED		
		Researcher to be made aware of the new facilities in the Library extension, providing physical, digitally-equipped spaces for the library to co-deliver researcher development activity and to be a hub for researchers to meet and collaborate. The main spaces are the Open Research Lab and Digital Scholarship Lab.	Impact will be difficult to measure, usage will be monitored and look to increase year on year. Interaction and networking across research groups will be encouraged in a way not possible in departments.	Usage and impact report to CIG Jan 2022, then termly	Assistant Director: Digital Innovation and Research Services		
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Identify themselves a mentor. Seek out and volunteer to be part of institutional working groups and members of RSA and other staff groups.	Membership of RSA and staff groups to increase.	Annual report Jan 2022	OD (A and R), EDI manager		

| PCDR6 | Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation | New programmes being developed to support our researcher community to engage at a higher level. Looking at enhancing the opportunties for reseach leadership and engagement | Attendance at new programmes and greater undersanding of research culture at Lancaster and beyond. Could impact on career potential and influence promotional opportunities. Long term impact and reputation for individuals and institution. Long term monitoring of promotional routes and career destinations. As measured through exit interviews and promotional activity reports from across the institution. | Annual report June 2022 | OD (A and R), HR service delivery manager | | |

* The 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 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 suport staff; technicians.