

LANCASTER UNIVERSITY

Updated Action Plan to fulfil the principles of the Concordat to Support the Career Development of Researchers, 2011-13

A: RECRUITMENT AND SELECTION

Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

	CONCORDAT REQUIREMENT	ACTION TO ACHIEVE/MAINTAIN COMPLIANCE	RESPONSIBILITY AND TIMELINE	OUTCOME
1.1	Researchers are chosen primarily for their ability to advance research at Lancaster.	<ul style="list-style-type: none"> Continue to implement the principle of 'recruiting the best' as outlined in the University Strategy. 	All recruiters Ongoing.	Achieved. Research posts specify essential and desirable characteristics for applicants
1.2	Employers should strive to attract excellent researchers & respect diversity. Employers are encouraged to recruit & retain researchers from the widest pool of available talent.	<ul style="list-style-type: none"> Monitor annually the diversity profile of researchers recruited to the University as part of the Single Equality Strategy Action Plan. 	HR (Equality and Diversity) Ongoing	Achieved. Annual E&D reports to include detailed staff breakdown for each Faculty.
	Recruitment & selection procedures should be transparent & open to all qualified applicants (regardless of background).	<ul style="list-style-type: none"> Continue to observe the good practice described in the HR 'Named Appointments' policy and continue to monitor named appointment activity. 	HR (Service Delivery) Ongoing	Achieved. Annual HR reports on use and frequency of 'named appointments' sent to each faculty
		<ul style="list-style-type: none"> Provide clear guidelines to PIs on recruitment of researchers for short-term work of more than 3 months duration. 	HR (Service Delivery) Dec 2011	Achieved. 'Contract choice' flowchart provided for managers

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		<ul style="list-style-type: none"> • Monitor % of research posts not advertised and report annually to Research Committee with recommendations on reduction targets. 	HR (Service Delivery) April 2012	Achieved. Annual 'Named Appointments' report
		<ul style="list-style-type: none"> • Implement Recruitment Process Review recommendations. 	HR (Service Delivery) Oct 2011	Achieved. E-recruitment system, improved recruitment information for job applicants, clearer guidance to managers on recruitment process.
1.2	Person specifications must clearly identify the skills required for the post (and these requirements should be relevant for the role).	<ul style="list-style-type: none"> • Continue use of Stonefish e-recruitment tool. 	All recruiters Ongoing	Achieved. All advertised posts require clear Role Description and related Person Specification
1.3	Research posts should only be advertised as a fixed-term post where there is a recorded & justifiable reason.	<ul style="list-style-type: none"> • Continue practice of Faculty Deans' authorisation of such posts. 	Faculty Deans Ongoing	Achieved. Departments required to justify such appointments to relevant Dean.
1.4	Members of recruitment panels should have received relevant & recent training.	<ul style="list-style-type: none"> • Plan and implement a phased move to a position where panels can only be composed of trained members, with milestone targets set out. 	HR (Service Delivery) April 2013	Achieved. All panel members required to have undergone E&D training. Recruitment Panel chairs also required to have taken part in 'Recruiting the Best' training.
		<ul style="list-style-type: none"> • Target PIs when advertising 'Recruiting the Best' training. 	HR (OED) Ongoing	Achieved. Advertised via HoD Newsletter, LUText and targeted at members of recruitment panels
		<ul style="list-style-type: none"> • Update depts. annually on numbers and names of those trained. 	HR (OED) Ongoing	Achieved. Training records available to managers via online HR 'Self Service' facility

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	Unsuccessful candidates should be given appropriate feedback if requested.	<ul style="list-style-type: none"> • Invitation to interview letters to note that feedback is available on request. 	HR (Service Delivery) July 2011	Achieved
		<ul style="list-style-type: none"> • Incorporate feedback skills training in PI development programme. 	HR (OED) Oct 2011	Achieved. Included in 'People Management' sessions for PIs
1.5	The level of pay or grade for researchers should be determined according to the requirements of the post.	<ul style="list-style-type: none"> • Continue practice of submitting all researcher posts to HERA evaluation. 	HR (Service Delivery) Ongoing	Achieved.

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.

	CONCORDAT REQUIREMENT	ACTION TO ACHIEVE/MAINTAIN COMPLIANCE	RESPONSIBILITY AND TIMELINE	OUTCOME
2.1	Employers are encouraged to value and afford given equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. Their development should not be hindered by the nature of their contract, and this approach should be embedded throughout all departmental structures & systems.	<ul style="list-style-type: none"> • Include appropriate references to staff on FTCs in the institutional Single Equality Strategy Action Plan. 	HR (Equality and Diversity) July 2011	Partially achieved. The specific references in the plan are to ‘protected characteristics’ in line with equality legislation. There is, however, a duty on all staff to promote equality and not discriminate between any groups or individuals.
		<ul style="list-style-type: none"> • Produce a ‘Model Charter’ for researchers based on the Concordat that Faculties can refine to local circumstances. 	HR (OED) Dec 2011	Achieved. Sets out mutual responsibilities and expectations between faculty and researcher. Researcher Charters in place in 3 out of 4 faculties and in Lancaster Environment Centre
		<ul style="list-style-type: none"> • Continue to circulate to all researchers information about development opportunities. 	HR (OED) Ongoing	Achieved. Researchers included in all University communications on development opportunities. Reinforced through targeted emailing.

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2.2	Employers should seek to improve the stability of employment conditions for researchers and abide by the principles laid down in the "Prevention of less favourable treatment of fixed-term employees" regulations (2002).	<ul style="list-style-type: none"> Conclude agreement with campus trade unions on the use of fixed-term contracts. 	HR Director July 2011	In progress. Final agreement on separate Redundancy and Redeployment policies required first.
		<ul style="list-style-type: none"> Review and make recommendations on how best to enable researchers to maintain their University links and network contacts after contracts have ceased. 	HR (Service Delivery) Dec 2011	Achieved. Policy amended to allow researchers to maintain university e-mail addresses up to 3 months after leaving.
2.3 (and 3.6, 3.9)	Research Managers should be required to participate in active performance management - including managing probation, arranging local induction, undertaking PDR discussions - supervision of research activities, offering informal career guidance and allowing/encouraging their staff to attend appropriate training events/pursue development opportunities within the project (so far as is possible).	<ul style="list-style-type: none"> Take active steps to increase PDR uptake by the Researcher population to 90%. 	HR (OED) July 2012	Achieved. University-wide annual monitoring shows take up by researchers eligible for PDR as 96% in 2012
		<ul style="list-style-type: none"> Promote the use the Researcher Development Framework (RDF) as a development planning tool in the Performance and Development Review (PDR) process. 	HR (OED) Ongoing	Achieved. Incorporated into PDR training for reviewers.
		<ul style="list-style-type: none"> Provide link to RDF from PDR web page. 	HR (OED) May 2011	Achieved
		<ul style="list-style-type: none"> Provide PDR training workshops specifically for PIs, incorporating the use of the RDF. 	HR (OED) Oct 2011	Not proceeded with. It was decided that it was better practice to include PIs in mainstream PDR training. The likely take up of PI-only workshops would make them unviable. PIRLS 2013 indicates that over 73% are confident in conducting appraisals, with over 44% saying they would benefit from further training.

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		<ul style="list-style-type: none"> Revise probationary arrangements for Researchers to ensure development needs and activities are addressed early. 	HR (OED and Service Delivery) July 2011	Achieved. 'Initial PDR' process for new researchers enables the setting of objectives for probation and agreement of an individual development programme.
Employers should ensure that Research Managers are aware of, and understand their responsibilities toward Researchers .	<ul style="list-style-type: none"> Disseminate information on Concordat within faculties. 	Faculty Associate Deans for Research Ongoing	Achieved. The four Faculty Associate Deans for Research are members of the Concordat Monitoring Group.	
	<ul style="list-style-type: none"> Include reference to Concordat as a standing item in induction of new academic staff. 	HR (OED) Individual departments	Achieved. Included as part of centrally-provided induction. Also a part of Model Charter	
	<ul style="list-style-type: none"> Include Concordat compliance in forthcoming REF 'practice' exercise. 	PVC for Research Oct 2011	Achieved.	
Employers should provide equality & diversity training to support Research Managers.	<ul style="list-style-type: none"> Introduce requirement for PIs and HoDs to have received such training within a specified maximum period, as part of the Single Equality Strategy Action Plan. 	HR (Equality and Diversity) July 2011	Achieved. All staff are now required to undergo E&D training.	
Employers should review how Research Managers' ability to discharge their responsibilities are developed, assessed & rewarded.	<ul style="list-style-type: none"> Ensure that PIs are asked to give an account of their management of researchers within their PDR. 	HR (OED) Senior research managers Ongoing	Achieved. Included in PDR training programmes. PIRLS 2013 indicates that over 85% of PIs have been appraised in last 2 years.	
	<ul style="list-style-type: none"> Review promotion criteria to establish whether effective management of researchers is one of the elements for inclusion in a promotion case. 	HR (Service Delivery) July 2011	Achieved. Incorporated into academic promotions criteria.	

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2.4	Organisational systems must be capable of supporting continuity of employment for researchers - such as funding between grants/other schemes (though non-specific) for supporting time between grant funding/systems for redeployment.	<ul style="list-style-type: none"> Explore and make recommendations on how Faculties can be enabled to maintain bridging funds within their current resource constraints. 	HR (OED) Research Support Office Dec 2011	Achieved. Common policy and practice agreed by the four Faculties. Integrating these within existing procedures and processes to be agreed with HR.
2.5	Pay progression for researchers should be transparent and in accordance with the procedures agreed between the relevant trade unions & employers locally/nationally. In HEIs pay progression will be in accordance with the Framework agreed.	<ul style="list-style-type: none"> Review access to promotion opportunities for research staff in order to make clear the route(s) available (ie by the academic route or by HERA reclassification). 	HR (Service Delivery) Dec 2011	Achieved. Guidance published on University website
2.6	Promotion opportunities should be transparent, open to all staff, and effectively communicated.	<ul style="list-style-type: none"> As for 2.5 above 	HR (Service Delivery) Dec 2011	Achieved

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2.6	It is helpful if career frameworks for early stage researchers are articulated in organisational HR strategies.	<ul style="list-style-type: none"> Actively promote the importance of the Researcher Development Statement and the Researcher Development Framework to researchers and research managers. 	HR (OED) Ongoing	Achieved. Development workshops on using the RDF for career planning. Role and significance of RDF incorporated into PI development programme. CROS 2013 indicates over 45% are aware of RDF.
		<ul style="list-style-type: none"> Monitor use of Framework in PDR via PDR Experiences Survey. 	HR (OED) March 2012	Achieved. Staff were asked about the value of PDR in terms of supporting their career development. Internal survey and CROS 2013 indicated that over half of researchers were satisfied with this aspect of their PDR. Satisfaction issues to be addressed in 2013-15 Action Plan.

C: SUPPORT AND CAREER DEVELOPMENT

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

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

	CONCORDAT REQUIREMENT	ACTION TO ACHIEVE/MAINTAIN COMPLIANCE	RESPONSIBILITY AND TIMELINE	OUTCOME
3.1	It is imperative that researcher positions in the UK are attractive in themselves (and not solely as potential stepping stones to permanent academic positions).	<ul style="list-style-type: none"> Consider and make recommendations how the 'Lancaster Experience' and the opportunities for development can be incorporated into the new employer branding. 	HR (Service Delivery) MEL Dec 2011	Not progressed. 'Employer branding' found not to be an appropriate vehicle for this. Opportunities for career development are best promoted via recruitment material and accessible website information.
3.2	Employers should help create a culture that gives researchers the ability to move between different career paths (a broad-minded approach should be adopted by those recruiting researchers to take into account varied career paths).	<ul style="list-style-type: none"> Continue to emphasise in training provision for researchers the need to be aware of, and consider, the full range career options both within and outside academia. Continue to advocate giving due weight to the varied employment paths of candidates via 'Recruiting the Best'. 	HR (OED) Ongoing	Achieved. Career development workshops and guidance provision stress the need for researchers to broaden their horizons. Recruitment training highlights the importance of not making judgments solely on traditional academic employment history.

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3.3	<p>Researchers need to be enabled to develop transferable skills in order to stay competitive in both internal and external job markets.</p> <p>In addition to the Research skills & competencies required to undertake Research, Researchers also need support to develop communication, & other professional skills that will give them transferability.</p>	<ul style="list-style-type: none"> • Training for researchers to be broadly aligned with Researcher Development Framework in order to enhance transferable skills in areas of personal effectiveness, engagement, communication, and impact. 	<p>HR (OED) Dec 2011</p>	<p>Achieved. All researcher workshops linked to relevant RDF Domains. An enhanced Researcher Development Programme, based on the RDF, is to be implemented in 2013/14</p>
3.4	<p>Research staff should be able to access professional, independent advice on career management - particularly the prospect of employment beyond their immediate discipline base. Or should be given training & placements to broaden awareness of other fields & sectors.</p>	<ul style="list-style-type: none"> • Maintain current training provision for career development. 	<p>(HR) OED Ongoing</p>	<p>Achieved. Regular termly Workshop programme covers job applications, CV writing, interview skills and exploring career alternatives.</p>
		<ul style="list-style-type: none"> • Maintain a researcher- dedicated 1:1 independent careers guidance support provision. 	<p>(HR) OED Ongoing</p>	<p>Achieved. This is a free, confidential service specifically for research staff on fixed-term contracts</p>
3.5	<p>Employers should assist researchers in making informed choices about their career progression by ensuring policies and processes for promotion & reward are transparent & clearly stated.</p>	<ul style="list-style-type: none"> • As for 2.5 	<p>(HR) OED Ongoing</p>	<p>Achieved</p>

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	Employers should ensure that researchers are aware of local and national career development strategies.	<ul style="list-style-type: none"> As for 2.6 	(HR) OED Ongoing	Achieved. Development workshops on using the RDF for career planning. Role and significance of RDF incorporated into PI development programme. CROS 2013 indicates over 45% are aware of RDF.
3.6	Employers should provide a planned induction for research staff on appointment.	<ul style="list-style-type: none"> Include induction planning in framework for initial PDR discussions. 	HR (OED) July 2011	Achieved. Initial PDR process provides for induction planning. However, CROS 2013 indicates that over 22% were not offered a local induction. Issue to be addressed in 2013-15 Action Plan
		<ul style="list-style-type: none"> Include training on design and delivery of local induction in PI development programmes. 	HR (OED) July 2011	Yet to be implemented. See above.
		<ul style="list-style-type: none"> Monitor researcher attendance at central induction events. 	HR (OED) July 2011	Achieved. All new staff are invited to attend half-day 'Welcome to Lancaster' held 8 times per year. In 2012/13 over 41% of new researchers attended.
3.7	Employers should articulate the skills that should be developed at each stage of a career, and encourage researchers to acquire & practice these skills.	<ul style="list-style-type: none"> As for 2.6 	HR (OED) Ongoing	Achieved. New Researcher Development Programme provides for appropriate development at different career stages.

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3.8	Career development strategies should include the availability of mentors (all researchers should be familiar with provisions & arrangements).	<ul style="list-style-type: none"> Continue to promote the Lancaster approach to Mentoring. 	HR (OED) Ongoing	Achieved. Guidelines on mentoring on University website. Access to mentoring included in Model Charter.
3.9	Research managers should actively encourage researchers to undertake CPD activity.	<ul style="list-style-type: none"> As for 2.3 	Research managers Ongoing	Achieved. CROS 2013 indicates that over 83% feel encouraged to engage in CPD activity.
4.10	Employers should introduce appraisal systems for all researchers - ensuring performance is reviewed on a regular basis.	<ul style="list-style-type: none"> As for 2.3 		Achieved
4.11	Employers should ensure that researchers can access opportunities that will help them prepare for academic practice.	<ul style="list-style-type: none"> Review Policies & practices within Faculties & Depts. to ensure consistency of approach. 	HR (OED) July 2011	Achieved. Updated guidance provided on researcher access to teacher development programmes provided by the University.
		<ul style="list-style-type: none"> Review Academic Contact Policy. 	HR (OED) July 2011	Achieved. Clearer definition of teaching role of researchers and p/g students in u/g programmes agreed by Senate 2012.
4.11	Employers should recognise the CPD schemes from other employing organisations to ensure researchers are not disadvantaged when moving between employers.	<ul style="list-style-type: none"> Maintain current practice of recognising equivalent schemes from other employers in accreditation of CPD in academic practice. 	HR (OED) Ongoing	Achieved

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4.12	Where researchers are provided with teaching and demonstrating opportunities, they should be provided with suitable training & support.	<ul style="list-style-type: none"> Monitor and report annually on number of Researchers participating in OED DAP/CAP Programmes & CPD events. 	HR (OED) Sept. 2011	Achieved. Data collected within HR information system.
		<ul style="list-style-type: none"> Promote actively the support provision available. 	HR (OED) Ongoing	Achieved.
4.13	Researchers should have appropriate representation at staff meetings & on organisational/mgt committees.	<ul style="list-style-type: none"> Produce a Model Charter based on the Concordat that Faculties can refine to local circumstances. 	HR (OED) July 2011	Achieved. Model Charter stresses the importance of full engagement of researchers in the life of the department.
		<ul style="list-style-type: none"> Current HR Excellence in Research Steering Group to become a Concordat Monitoring Group and include researcher representatives. 	Dean of Graduate Studies (Chair) July 2011	Achieved. Concordat Monitoring Group confirmed as a sub-committee of the Research Committee June 2011
		<ul style="list-style-type: none"> Bring to senate a proposal to amend the Research Committee's membership to include researcher representation. 	PVC for Research July 2011	Achieved. Senate approval granted
4.14	Employers should support mentoring arrangements.	<ul style="list-style-type: none"> As for 3.8 		Achieved

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.

	CONCORDAT REQUIREMENT	ACTION TO ACHIEVE/MAINTAIN COMPLIANCE	RESPONSIBILITY AND TIMELINE	OUTCOME
5.1	Researchers should develop increased capacity for independent thought throughout their career.	<ul style="list-style-type: none"> As for 2.6 	HR (OED) Ongoing	Achieved. CROS 2013 indicates that nearly 88% agree that they take ownership of their own personal and career development. Self-organised Researcher Career Development groups established in two Faculties and in Lancaster Environmental Centre – financial support provided by OED for development events organised by the members.
5.2	Researchers should develop their ability to transfer and exploit knowledge & facilitate its use in policy making and the commercialisation of research.	<ul style="list-style-type: none"> As for 2.6. Actively promote the importance of the Researcher Development Statement and the Researcher Development Framework to researchers and research managers. 	HR (OED) Ongoing	Achieved. In addition, Lancaster's Research and Enterprise Services supports knowledge exchange and commercialisation activities of researchers.

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5.3	Researchers should disseminate research results in an honest & ethical manner.	<ul style="list-style-type: none"> Continue to disseminate information regarding the university's revised ethics requirements and procedures. 	Research Support Office Ongoing	Achieved. Code of Practice published on University website and highlighted as part of central induction programme.
		<ul style="list-style-type: none"> Run pilot course on research ethics. 	HR (OED) Dec 2011	Achieved. Course evaluation concluded that the training provision needed to be revised. New programme to be developed for 2013/14.
5.4	Researchers should be aware that the skills and achievements required to move on, may not be the same as the skills and achievements they displayed to reach their current position.	<ul style="list-style-type: none"> As for 2.6. Actively promote the importance of the Researcher Development Statement and the Researcher Development Framework to researchers and research managers. 	HR (OED) Ongoing	Achieved. Importance of developing transferable skills emphasised in career development workshops
5.5	Employers have a responsibility to provide appropriate structures to help researchers manage their careers.	<ul style="list-style-type: none"> As for 2.6 		Achieved.
	Researchers should actively seek out opportunities for development & take personal responsibility for their choices.	<ul style="list-style-type: none"> Include as a key point in the 'Model Charter'. 		Achieved

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	Researchers should be aware that primary responsibility for managing and pursuing their career is theirs.	<ul style="list-style-type: none"> Continue to provide PDR training workshops aimed at encouraging researchers to make the most of their reviews to help further their career aspirations. 	HR (OED) Ongoing	Achieved. PDR development workshops for reviewees a part of the centrally-provided staff development programme
	Researchers should have access to honest advice on their prospects for success in their preferred career.	<ul style="list-style-type: none"> Communicate to PIs the need to manage the expectations of researchers. 	HR (OED) Ongoing	Achieved. A key part of the PI development programme
		<ul style="list-style-type: none"> Ensure that related skills are included in PI development programmes. 	HR (OED) Ongoing	Achieved. Feedback skills included in PI programme
5.6	Researchers should ensure that their career development requirements and activities are regularly discussed throughout the year with their Research Manager & mentor.	<ul style="list-style-type: none"> Drive to increase PDR uptake amongst researcher population to 90%. 		Achieved
5.7	Researchers are encouraged to record the development activities they have undertaken by keeping a CPD log.	<ul style="list-style-type: none"> AS for 2.6 Include in development for researchers the importance of keeping a record of development activities throughout their career. 	HR (OED) Ongoing	Achieved. CROS 2013 indicates that over 62% keep a formal record of CPD activity

E: DIVERSITY AND EQUALITY

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

	CONCORDAT REQUIREMENT	ACTION TO ACHIEVE/MAINTAIN COMPLIANCE	RESPONSIBILITY AND TIMELINE	OUTCOME
6.1	Public bodies must take positive steps to promote equality and to develop schemes and plans to address imbalance and underrepresentation.	<ul style="list-style-type: none"> Continue to promote the University's Single Equality Strategy Action Plan. 	HR (Equality and Diversity) Ongoing	Achieved. New institutional Equality and Diversity Plan launched September 2013
6.2	Researchers should be recruited and retained from the widest pool available.	<ul style="list-style-type: none"> Monitor annually the diversity profile of researchers recruited to the University. Incorporate monitoring as part of the Single Equality Strategy Action Plan. 	HR (Equality and Diversity) Ongoing	Achieved.
6.3	Address actively the disincentives and indirect obstacles that may impact disproportionately on some groups.	<ul style="list-style-type: none"> As for 6.1 	HR (Equality and Diversity) Ongoing	Achieved. A key element in the Equality Analysis process of HR policies. These include operation of PDR, training and development activity, promotions and role evaluations. Training is provided for managers on conducting equality impact assessments.
6.4	Employers should ensure that working conditions for researchers offer flexibility (parental leave, part-time working, etc). Working conditions should allow male & female researchers to combine family & work.	<ul style="list-style-type: none"> Continue to promote the University's Single Equality Strategy Action Plan. 	HR (Service Delivery) Ongoing	Achieved.

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6.5	Employers (Research Managers) should respond positively to requests for flexible working - rethinking traditional ways of working to allow requests to be accommodated.	<ul style="list-style-type: none"> • Continue to apply the University's flexible working request process. • Promote flexible working request process to researchers/Pis & investigate the means of capturing records of such requests and outcomes. 	HR (Service Delivery) Ongoing	Achieved. New guidance on flexible working to be issued in October 2013.
6.7	Recruitment and evaluation panels should be diverse (drawing on ethnicity, age, gender, background, experience, disability etc). Institutions should aim to ensure that the percentage of applicants/appointments should reflect the percentage in the available pool.	<ul style="list-style-type: none"> • As for 6.1 	HR (Service Delivery) Ongoing	Achieved. Included in 'Recruiting the Best' policy and training.
6.7	Employers should aim for a representative balance of gender, disability, ethnicity & age at all levels of staff - including supervisory & managerial level.	<ul style="list-style-type: none"> • Institutional equality report to include diversity breakdown of researcher population. 	HR (Equality and Diversity) Ongoing	Achieved. Monitored annually by the E&D Committee

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6.8	Employers should actively address the disincentives and indirect obstacles to the retention & progression of excellent researchers - recognising the nature of research careers has a disproportionate effect on certain groups.	<ul style="list-style-type: none"> As for 6.5 	HR (Service Delivery) Ongoing	Achieved
		<ul style="list-style-type: none"> Continue to provide free ESOL training for staff for whom English is not their first language. 	HR (OED) Ongoing	Achieved
		<ul style="list-style-type: none"> Continue to provide discounts on childcare costs through Flexible Benefits programme. 	HR (Service Delivery) Ongoing	Achieved
6.9	Employers should ensure that measures exist at every level of an institution through which discrimination, bullying & harassment can be reported & addressed.	<ul style="list-style-type: none"> Continue to provide access to the Harassment Network. 	HR (Equality and Diversity) Ongoing	Achieved.
		<ul style="list-style-type: none"> Address, through the actions of the Solutions Group, the issues identified in the 2010 Staff Wellbeing Survey. 	HR (Equality and Diversity) Ongoing	Achieved. Guidance on bullying and harassment revised.
6.10	Employers should participate in schemes such as Athena SWAN and Juno initiatives aimed at promoting diversity.	<ul style="list-style-type: none"> Continue Lancaster's participation in Athena SWAN + Juno initiatives. 	HR (Equality and Diversity) Ongoing	Achieved. Athena Swan Bronze Award achieved for the institution. Physics Dept. achieved Juno Champion status.

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.

	REQUIREMENT	ACTION TO ACHIEVE/MAINTAIN COMPLIANCE	RESPONSIBILITY AND TIMELINE	OUTCOME
7.1	Institutions agree to review progress against the requirements of the Concordat.	<ul style="list-style-type: none"> The University Research Committee will act as the high level reviewing body. 	PVC for Research	Achieved
7.2	Institutions are required to draw up an implementation plan for the Concordat.	<ul style="list-style-type: none"> Current draft and subsequent updates to be ratified by the Research Committee. 	PVC for Research	Achieved
7.2	The signatories (collectively) of the Concordat agree to undertake and publish a major review of the implementation of the Concordat after 3 years.	<ul style="list-style-type: none"> Ensure that Lancaster's internal monitoring review arrangements are capable of producing the data for external reporting req. 	PVC for Research	Achieved
7.3	Institutions are encouraged to use appropriate tools (such as Careers in Research Online Survey – CROS) to help monitor progress.	<ul style="list-style-type: none"> Undertake CROS in 2011. 	HR (OED)	Achieved. Participation in CROS 2011 and 2013, PIRLS 2013
7.4	Institutions agree to share practice.	<ul style="list-style-type: none"> Continue support for VITAE and involvement in VITAE events and activities. 	HR (OED)	Achieved
7.5	Employers are required - under public sector equality schemes - to monitor equality & diversity indicators for their researchers.	<ul style="list-style-type: none"> Report annually to HR Committee on Diversity make up of researcher staff group. 	HR (Equality and Diversity)	Achieved

