Institution name:	Lancaster University	The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):		
Cohort number:	Cohort 3	Audience (direct beneficiaries of the action plan)	Number of	Comments
Date of submission:	22.9.23 (final due date)	Research staff	377	Eg. Post Docs, ECR, Researcher Associates, Research Fellows. These are the primary focus for the Concordat. (356 are indefinite with an end date and 21 are on fixed term contracts.
Institutional context:	Lancaster is a research-intensive institution. In REF2021, 91% of our research was independently rated as 'world leading' or 'internationally excellent', including 46% rated in the highest category of 4*.

We take pride in our research environment, and 99% of Lancaster's overall research environment rated world-leading or internationally excellent. This includes areas such as research support, training, and facilities. We are still growing in scale, with 50% more staff submitted in 2021 than in 2014. This increase in research activity has refocussed attention and resource on the cultural elements of the research environment, with a change in committee structures and working groups currently being undertaken. Our Pro Vice Chancellor (Research and Enterprise), Distinguished Professor Louise Heathwaite is supported by a cross faculty Associate Dean for research (Chair of Concordat Implementation Group (CIG), four Faculty Associate Deans for Research and departmental Research Directors.

Lancaster supports its researchers and its research managers with a full development and support programme. From their first post throughout their career at Lancaster. It has an active Research Staff Association (RSA) with four of its members on CIG. | | | |

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
				Complete for submission					**To be completed only when reporting on action p**	
**Environment and Culture**									
**Awareness and engagement**									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECI1	Ensure all relevant staff are aware of the Concordat.	New starter questionnaire to be re-launched for 2024. Include details of Concordat in new to Research Management sessions and training for new grant holders. Looking for the enactment of the principles of the concordat some of which will relate directly to the next REF submissions. To see a healthy research culture as part of the Lancaster experience, for all staff. To be championed by those in senior leader positions.	Yes	Annual New starter reports (July) CEDARS (Spring)	All Concordat Implementation Group (CIG) members	2023 CEDARS data - knowledge of Concordat increased by 5% from 78.4% (2023) to 83.4%. Looking to maintain and improve. Question to be included in new starter survey, to ensure the messages of the concordat are made clear at induction.				
		New briefing sessions for all levels of research manager, includes their responsibilities under the Concordat. This is a continuation of action from last plan.	yes	Monitoring of attendance by RSO and evaluation responses from sessions. Report annually to CIG (end summer term)	OD	All research managers to report their understanding of all stakeholder responsibilities and impact on research staff. Awareness of Concordat reported in new starter survey up 5% from 32.4%.				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Review communications channels and contact lists. Ensure all Faculties and Departments, ADRs and Research Directors have up-to-date lists of researchers, and keep them up to date. Sharing relevant information directly with researchers and their managers	No	ADS to feedback on progress Spring 2024	Faculty Managers, Associate Deans for Research, Research Directors	Researchers report an awareness of relevant policies and practice relevant to their roles and that these policies are fit for purpose, in enhancing research culture.				

						Researchers report feeling supported by their Faculty, Department, and research group. CEDARS data and feedback from RSA.				
		Research Culture Manager to develop institutional statement, themes and areas for development and an action plan including plans for implementation and communication to researcher community.	No	January 2024	Research Culture Manager	Researchers report an awareness of relevant policies and practice relevant to their roles. Researchers report feeling supported by their Faculty, Department, and research group. CEDARS data and feedback from RSA.				
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	New Research Culture Manager role introduced (started Spring 2023). Will follow up on CEDARS survey, run focus groups on key issues and conduct a sectoral analysis to identify gaps in best practice. Research Culture Committee to be formed, to feed into University Research Committee	No	Feedback report on focus groups to be shared with CIG March 2024		Researchers aware of the new support available to them. Evaluated via attendance at focus groups and web traffic to new research culture pages.				
		Identity - Clearer definition on contracts e.g. Academic or PS or research This is a carry forward action. Originally marked as complete it has been reported by the RSA that there is still confusion and a lack of consistency in the category of staff allocated to researchers. This has a negative impact on researchers for example, which	Yes	Feeback by researchers at themed RSA events and report by HR to clarify the categorisations. (Dec 2023)		Researchers to have a clear identity linked to academic pathways. Confidence in the structures and systems that will support them.				

		PDR form to complete, which promotions process should they follow, which development opportunities are targeted at them etc.								
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	Researchers to be encouraged to join committees and other groups, to represent researcher perspectives. ADs research and research Directors to ensure all appropriate committees have researcher representation and to ensure continuity as and when contracts end. These vacancies to be advertised through departmental communications and the central 'all researcher' email bulletins. New guidelines to be published for the renewal/rotation of membership by researchers to ensure opportunities are available to all. Research managers to allow time to attend. All new researchers to be added to the RSA Teams area and a welcome email sent from the RSA Library to host events looking at all aspects of research culture, to include support and networking opportuntites..	Yes	Termly report from the ADs on committee membership	ADs research Research Directors (All CIG) OD/Research Culture manager RSA Library	Engagement with a broader cross section of the researcher communities, via direct feedback at RSA regular events. Awareness of broader researcher issues than their own. As shared through RSA fora, MS Teams area and WordPress site. More opportunities and a clarity of process (as reported through RSA fora) Opportunities to increase personal skill sets, broaden networks. As reported at termly RSA events. Increased use of library facilities. Reported to CIG. No current data available.				
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective	New workload model tool to be monitored and usage reported. This is still in early stages and	Yes	Annual reports to include comparisons	POE (Associate Director)	Researchers to report increased satisfaction with				

	management of workloads and people.	not implemented in all areas making comparison across the institution difficult. HR will look for fairness and equality across all areas. Reports to highlight where there are discrepancies. Any areas of concern will be taken back to departments by the HR partners for action by HoDs.		across Depts. Shared with CIG and Depts by HR. Long-term three-year objective to have 90% of all depts using new tool. (2026)		workload allocation. (CEDARS: Currently 33% increase by at least 10%) HoDs to have ownership of the data and work with HR to action solutions.				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	OD to explore the roll-out of Wellness Action Plans (WAPS) with research managers. To include briefings about the Employee Assistance programme – what it offers to themselves as managers, as well as what it offers to their researchers (including the wellbeing zone). Use of the regular researcher newsletters and managers news bulletins to raise awareness of the Staff Wellbeing webpages and the Five Ways to Wellbeing. Additional information in development workshops to encourage research managers to complete the eLearning modules – such as Bullying & Harassment (B&H) to understand the difference between B&H and fair management, unconscious bias and allyship to support the wellbeing of their staff.	No	Launch Dec 2023. Annual follow up reports on awareness and website use.	POE (Associate Director)	Managers to be equipped with the tools they need to have robust conversations and support staff appropriately. Attendance data to show growing participation in Managing wellness sessions for researcher managers (new online modules and so no benchmark data)				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	See ECI4 Flexible working and hybrid working policies.			POE (Associate Director)	Researchers to report satisfaction levels through CEDARS: *Managers* Currently 51% increase by at least 5%. Note incongruence with ECI3.				
ECM4	Ensure managers consider fully flexible working requests and other appropriate	More promotion of management support pages and new to line management programmes by OD/RSO.	Yes	Summer 2023 onwards. Look into usage data as	OD Research Culture Manager	All researcher managers and researchers to report increased knowledge of				

	arrangements to support researchers.	New links from research support pages to development opportunities (and back again) to make it easier to navigate. New format newsletters and targeted emails.		none currently available.			procedures and satisfaction that requests have been appropriately dealt with. CEDARS survey data currently 69%: increase to 80%.			
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	See ECI4 Institutional promotion of staff wellbeing through intranet https://www.lancaster.ac.uk/staff-wellbeing/	No							

Bullying and harassment

The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.

ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Launch new Anti-bullying and harassment network 2023. With a new statement Respect, Support, Report. A new reporting tool which will sit alongside the Uni safe (reporting tool for students) will include a case management system, allowing themes and trends analysis. This is a challenging one to measure as normally you are looking for an increase in usage, but on this occasion, we are looking for an increase in awareness of the tool, rather than more people using – but initially we should see a rise in usage as people become aware of it, and then it should decrease.	No	Long term plan. This will take time to be recognised by all staff and so an annual increase in usage is anticipated. Report annually for the next three years in Spring term. General user feedback gathered as part of project plan and CEDARS data will help inform success.	HR Services Manager	Researchers reporting that they understand and have access to new reporting system. CEDARS survey "personally felt bullied" currently 17%: drop to 10% - although appreciate this might go up initially as new reporting system is adopted, due to clearer reporting processes.				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See ECI3 New tool for reporting incidents of bullying and harassment								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in	See ECI3	No			CEDARS "awareness of procedures to report bullying" currently 67%:				

	relation to discrimination, harassment, and bullying.					looking for an increase to 80%.				

Equality, diversity and inclusion

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

| ECI4 / ECM1 | Ensure managers undertake relevant training and development opportunities related to equality, diversity, and inclusion, and put this into practice in their work. | All researcher managers to undertake regular mandatory training. EDI, Health and Safety, Information Security, etc. This is currently reported to their own line managers as part of the PDR process/reporting tool. Staff are reminded by automated system when they are due for renewal. Central follow up processes are currently limited. The new suite of EDI training includes titles such as Gender Equality at Work, Menopause, Unconscious Bias, to name a few.

Line managers to access new reporting tools and ensure full compliance with mandatory training. This will be promoted through monthly manager bulletins. | Yes | Annual report (March) by EDI team to help inform usage of new resources. Further impact on practice through EDI focus groups. | Deans and Faculty managers | Managers to be equipped with the skills and knowledge to create a fair and equitable working environment. EDI training completion data. Feedback from researchers via RSA and EDI working groups that they have fair and equitable working environments. | | | | |
| ECR2 | Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion. | Familiarity with EDI agenda through EDI training and induction. Via line manager and induction check sheet.
Peer review to consider EDI in grant proposals. | Yes | Monitored through Ethics committee. HRQP to keep CIG informed of any issues. | HRQP | Researchers will act in accordance with the employer and funder policies. Any work undertaken will consider any EDI issues and be reported at ethics submission | | | | |

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	New Research Integrity and Ethics modules to be launched late 2023. These will be promoted by a new member of the team who will look at all aspects of Ethics and other compliance training and role out a programme of support. Working directly with researcher managers to ensure that there is a full awareness of the training tools and that researchers feel confident that the research they undertake is safe and ethical.	Yes	Annual Report on usage (March) Links to Ethics committee (ECR2)	HRQP	Monitor number of staff undertaking training modules. New modules so no benchmarking data available. Longer term impact data to be collected as part of the project role out.				
		Previous actions in this space were marked for action by AS lead. Athena Swan actions are now considered by the Athena Swan Project Board – any cross over actions are considered within AS action plan.	No		AS manager	Athena Swan Manager to continue to attend CIG to maintain linkages.				
ECM3	Ensure managers report and address incidents of poor research integrity.	Research integrity training module will highlight misconduct and link to Lancaster's procedures	Yes	Annual Report on usage (March) Links to Ethics committee (ECR2)	HRQP	Annual integrity report highlights reported misconduct concerns and action taken (anonymised)				
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Audit – e.g. UKRI funder assurance programme (every 3 years) looks at non-financial areas such as research integrity and B&H policies. Next due – Jan 2024 New Training module will communicate to PI's and researchers the importance of research and the tools to enable them to conduct research. Also spot check audits by EU commission and the Faraday audit.	No	Annual Report on usage (March) Links to Ethics committee (ECR2)	Research Support and Systems Manager and HRQP	FAP audit – maintain high standard Annual integrity report Researchers and their PIs will be more aware of their responsibilities relating to research integrity. Monitoring through external audits.				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in	Misconduct policy to be updated in 2023, reporting mechanism already exists	No	Annual Report on usage (March) Links to Ethics committee (ECR2)	HRQP	Look to see if comms can be improved around way to report concerns. CEDARS data "Feeling				

	relation to research misconduct.					pressured into compromising research" currently 6%: look to decrease further.				

Policy development								

The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.								

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.	See ECR1/ECR5	Yes							
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Improve awareness of opportunities through targeted emails. Look to improve the process for advertising and appointing to committees and working groups, clearer expectations. Long term aim to have a succession plan and handover period in place.	Yes	Review annually (Jan). 3-year goal to have a succession plan/process for each committee.	OD RSO R directors. Research culture manager	Researcher managers feel empowered to volunteer for relevant committees and working groups to influence policy and best practice. Monitored by R Directors. Increase in research managers attending to be monitored by research culture manager.				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See ECM5								
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See ECR1								

ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	See ECR1							

Employment

Recruitment and induction

The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.

EI1	Ensure open, transparent, and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Recruitment and selection review ongoing. Research staff have been involved in the working groups.	Yes	Report Spring 2024 on progress of review. Long term actions that will impact directly on researcher population to be transferred to this plan.	HR service Delivery Manager	Full review of all recruitment processes. Report available to CIG on completion. Further annual monitoring through new starter reports.			
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Faculties, Departments and Researcher managers to be reminded of the importance of induction to research staff. That researchers need access to equipment and laptops as soon as they start, this is currently not always the case (see new starter data 2022/23) This should be in addition to the current central provision which gives an institutional welcome and information on key support areas such as Library, procurement, promotion, teaching support, media and engagement, grants development activities etc. And details of the Concordat	Yes	New starter report March 2024 and then annually.	Faculty managers, Dept. Research Directors and ADS Research	Researchers to report that they have felt welcomed to the Institution, the faculty, department, and their research group; that they understand their responsibilities; and have the equipment they need to undertake their role. These to be reported positively in the new starter data: Current New starter survey. Rate induction to department 72.4% Good. (look to increase to 80%)			

Recognition, reward and promotion

The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
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.	These are well documented and supported by an annual event 'Preparing for Promotion' Which includes research only case studies. New web resources currently being developed. Update: As a result of feedback from RSA, programme refreshed to include a specific workshop looking at promotional routes and case studies for research staff. No further action	Yes							
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Full range of programmes for managers to continue. For example, Recruiting the Best (and the three-year mandatory refresh for committee members), PDR training, a full suite of manager development programmes as part of business as usual. New EDI training modules available. Continued monitoring of attendance and assessment of CEDARS data to ensure impact. New staff survey to be reinstated in 2024.	Yes	Programme feedback is monitored constantly, and the programmes adjusted to reflect this. Annual OD report includes impact statements from individual programmes.	RSA/OD/ADs research	Research managers to feel fully supported OD annual report to continue to report 'excellence'. Researchers to report being treated fairly and without discrimination, to have access to fairl and transparent recruitment and promotion. termly feedback from RSA events (and CEDARS data), new starter surveys and HR staff surveys. Attendance feedback.				
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice,	Regular awareness raising of sector issues e.g. export controls and National Security and Investment Act through department visits, research	No	Termly monitoring	RSO	Researcher managers to report receiving new monthly emails and an increased				

	institutional policies, and the terms and conditions of grant funding.	committee and available guidance (RSO website) Regular comms from post award team New grant holder training – ensuring all research managers are aware of responsibilities. See also EM3				awareness of employment legislation and codes of practice etc. Researcher to report increased confidence in the advice given to them by their line managers.				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Regular correspondence with PIs on funded grants by post award teams. Locally deployed Research Development Officers to advice and promote best practice	No	Termly monitoring	RSO	Researcher managers to report receiving new monthly emails and report an awareness of policies and procedures, researchers to acknowledge an understanding of legislation in RSA events and other fora.				
ER2	Researchers understand their reporting obligations and responsibilities.	See EM2 and ER1								
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Continue with full range of training and development opportunities. Annual review of programmes to ensure relevance to audience. Includes programmes for those new to line management, and new to managing a grant, project management and leading in research. HoD support package and AD development opportunities also continue. All programmes supported by coaching opportunities.	Yes							

		Already monitored as part of OD reporting. Currently reporting as excellent. **No further action**									
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.	Senior research leaders have direct input into relevant development activities. Giving access to these leaders by all research managers. Relevant research leaders attend RSA events and other development opportunities open to all research staff. The annual academic and researcher promotions event is led by the Deputy Vice Chancellor and he makes himself available for questions about promotions and gender equality, amongst other things. Termly town hall events give all staff access to the University Leadership Team and questions are welcome from everyone. Annual PDR cycle and new workload allocation tool to be monitored. Though breakdown to researcher level is currently not available. New reporting dashboards are available to HoDs etc allowing for increased transparency.	Yes	HoDs review being undertaken by HR due April 2024	OD HR Rewards Lead	HoDs review to report greater understanding of data available and how to use it. To cascade to all research leads and managers. These to report a good understanding of their obligations to support researchers with excellent people management skills and to identify and gaps and work with HR partners to address. Satisfaction reported through staff survey, CEDARS and the RSA events and other fora.				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See EI4								
EM4	Managers actively engage in regular constructive performance management with their researchers.	See EI5								
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Researchers encouraged to take part in PDR discussions. Refreshed online training (2023) will give new case studies relevant to a broader research population.	Yes	Long term action, Annual review based on CEDARS survey to	OD	Researchers to report having had meaningful discussions with their managers and to report an				

				inform focus groups.		increase in satisfaction with the quality of this interaction. CEDARS "have participated in review" 76%, of those only 50% found it useful: see this increase to 65%				
Job security										
The aim of this obligation is to improve the job security of researchers.										
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.	All researchers are now employed on "indefinite with a funding end date" contracts, giving them greater employment rights and access to redeployment etc. A review of the redeployment process is due 2024. Associate Deans to look at pilot of 'Bridging funds' in FHM, to see if viable for broader researcher community. To be pursued via research committee Review of redeployment to take place centrally HR following on from recruitment and selection review.	Yes	Summer 2024 Long term action, To be reviewed in Michaelmas with a view to report to research committee Spring term Implementation wouldn't be until 2025 earliest due to planning rounds.	HR Service Delivery Manager ADs research	Researchers to report greater understanding of the benefits of the new contracts and satisfaction with the redeployment process. Researchers to be involved in this review. ADs Research to consider the institutional costs against benefits of introducing and University wide 'bridging scheme'.				
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										

PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	New 10 development day tracking tool was introduced in Spring 2023. Widely publicised. Data will be available on the type of activities undertaken as well as the number of days. Guidance on how to use the tool links directly to PDR career development conversations and guidance on what kinds of development activities may be appropriate. New training packages available for research integrity, safeguarding, impact, ethics and trusted research. Full range of development opportunities available to all research staff and research managers. https://www.lancaster.ac.uk/od-and-ed/od/academic-and-researcher-learning-and-development/#d.en.488397	Yes	December annually	OD/HR systems team RSO team to report on new training	Researchers and researcher managers to use the tool to record development activities. OD to report on activity types to CIG. For reflection on any additional development support that might be needed. Researchers to report satisfaction with the new system. Base line data to be established Michaelmas 2023.				
		Continue to develop programme of research events hosted in the Library's research spaces and/or online. Events to be a combination of library led and research partner led.	Yes	By August 2024	Library Head of Content and Open Research	Library to review and monitor attendees at sessions to determine engagement levels and refine offer.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Annual OD report and programmes review ensures that programmes and development activities are still relevant. All programmes run at full capacity and score as 'excellent'. **No further action.**								
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their	See PCDI1				Research staff report greater support by managers to access development opportunities, as reported in the				

	research and their own professional development.					CEDARs survey and via RSA.			
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	See PCDI1				Researchers are equipped to audit their skills and experience, support to use their 10 development days to progress their careers, as evidenced in the CEDARS survey and via RSA.			
Career development reviews									
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	See ER3 (refreshed guidance)							
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See ER3							
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See EI5/ER3							
PCDR4	Researchers positively engage in career development reviews with their managers.	See EI5/ER3							
Career development support and planning									

The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	See PCDI5								
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	See PCDI5								
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Develop researcher pathway training programme to include regular sessions on Open Access, Research Data Management and Research Intelligence as well as rolling out LinkedIn Learning across the institution, with appropriate guidance. This is in addition to existing research leadership programmes.	No	August 2024	Library Associate Director Content and Open Research	Library to review and monitor attendees at sessions and analyse by department and level to assess engagement.				
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	Manager are encouraged to attend new series of workshops for those new to grant management and PI training and development programmes. New monthly newsletter to remind of responsibilities.	No	Termly reports to CIG	RSO	Researchers to feel enabled to take part in broader leadership development opportunities across the institution. Uptake of researchers on research leadership programmes to increase 10%. Attendance to be monitored.				

PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	See PCDM4	No			Managers to report feeling more confident in their leadership and management skills. Programme impact assessment and CEDARS data.			
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Programmes are annually refreshed to reflect the changing environment and the needs of the participants.	Yes	Annual OD report shared with CIG	OD	Researchers to report feeling more confident in their leadership abilities and their opportunities to lead in the research environment. CEDARS data – for example "institutional value of your publications" currently 70%			

Diverse careers

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Prosper portal to be promoted to all. (Prosper portal is an open-source project to unlock researcher career potential by exploring multiple career pathways. New post requested. Offering full range of careers support to all research staff. A business case is with the senior management team. Continue with existing stand-alone careers workshops.	Yes	CIG to monitor progress of request for additional resource. Long term goal to ensure all researchers have access to full careers service. Annual CEDARS data to support this.	Careers service/OD	Researchers to report a greater understanding of a variety of careers available to them outside of academia, and to feel supported to explore external options. CEDARS data; only 9% said they had discussed their options with a careers specialist, with 33% having a clear career plan.			

PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	All new research staff are offered a mentor. Cross institutional mentoring scheme available to mid-career researchers. Further action now needed following CEDARS survey data and new starter survey, which shows that not all new starters are offered a mentor (could be poor communication). Further information needed.	Yes	New starter report annually (March) Feedback from faculties updated in December	Faculty managers/R directors HR Service Delivery Manager (for new starter report)	All new staff to report having been offered a mentor. As reported in new staff survey – currently only 30% said they were allocated a mentor and accepted with 5% declining.				
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	See PCDI5	Yes							
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Full range of development opportunities as part of development programmes available to all research staff. Current project to develop a new engagement support portal. To be launched Michaelmas term. Will give easier access to information and development opportunities for researcher, academic, and PS staff to all relevant engagement and knowledge exchange and impact materials. Researchers/research managers have been included in the focus groups to determine their needs and usage of the new portal.	No	Launch 1st phase Michaelmas 2023	OD (engagement project)	Researchers and researcher managers will have easy access to information, training, and support resources to help them with their engagement activities.				

	Further hyperlinks and supplementary information (more rows can be added)
1	BAU – full range of development programmes and support activities for all research staff. https://www.lancaster.ac.uk/od-and-ed/od/academic-and-researcher-learning-and-development/
2	Wellbeing action plan https://www.mind.org.uk/media-a/4810/guide-to-waps-english-interactive-op.pdf
3	Staff Wellbeing pages https://www.lancaster.ac.uk/staff-wellbeing/
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Abbreviations and glossary (more rows can be added)	
ADs Research	Associate Deans for Research
HRQP	Head of Research Quality and Policy
OD	Organisational Development
POE	People and Organisational Development
R. Directors	Department Research Directors
RSA	Research Staff Association
RSO	Research Services Office
WAP	Wellbeing Action Plan

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