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.			

	Complete for submission							To be completed only when reporting on ac		
	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 (ongoi forward/no furth
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 (Lead RDM)	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)	RSO	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 (Lead FM)	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 RCADs and termly focus groups.				
		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 RCADs and termly focus groups.				
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	Research Culture Manager	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.	Yes	Feeback by researchers at themed RCADs and termly focus groups. Report by HR to clarify the categorisations. (Jan 2024)	POE (HR Service Delivery Manager)	Researchers to have a clear identity linked to academic pathways. Confidence in the structures and systems that will support them.				

		This has a negative impact on researchers for example, which 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.	Improving researcher voice by: Encouraging researchers 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. Researcher representation on Research Culture Working Group (in process of becoming a Strategic Advisory Group directly reporting to PVCRE) 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. RCM to explore new options for direct communication with Research Groups. To include regular termly focus groups. Introduction of Faculty Researcher Career and Development (RCAD) groups in each faculty to replace Central RSA (reports that this is not currently representative of the broader researcher population) Pilot in FHM has proved more successful in engaging its researchers. These to act as	Yes	Termly report from the ADs on committee membership Biennial Cedars survey	ADs research Research Directors (AD) OD/Research Culture manager	Engagement with a broader cross section of the researcher communities, via direct feedback at Faculty Researcher Career and Development (RCAD) regular events. Researchers to report that they feel listened to and have an impact on the culture around them, with influence on decision making. Awareness of broader researcher issues than their own. As shared through RCAD fora, and MS Teams areas. Improved engagement as measured through the CEDARS survey results and uptake. Increase from 40 individual researchers by 20%.				

		conduits for researchers to raise challenges and to promote opportunities Faculty RCAD chairs to become members of CIG to replace current RSA members. Clearer role descriptions have been designed as part of this process. Library to host events looking at all aspects of research culture, to include support and networking opportunities.			Library (Associate Director)	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 management of workloads and people.	New workload model tool to be monitored and usage reported. This is still in early stages and 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.	Yes	Annual reports to include comparisons across Depts. Shared with CIG and Depts by HR. Long-term three-year objective to have 90% of all depts using new tool. (2026)	POE (Associate Director)	Researchers to report increased satisfaction with 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 new 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	No	Launch Dec 2023. Annual follow up reports on awareness and website use. Staff Survey data 2024	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				

		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. New dealing with Mental health in your teams session, aimed at Academic HoDs. If successful will be rolled out to all Academic leads/PIs etc.				so no benchmark data) Satisfaction levels reported in Staff Survey 2024 HoDs to feel empowered to have difficult conversations with staff who are experiencing mental health issues. Giving them practical help in dealing with such issues and not just signposting to policy or EAP.				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	See ECI4 Flexible working and hybrid working policies.		Staff survey scheduled for 2024.	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 arrangements to support researchers.	More promotion of management support pages and new to line management programmes by OD/RSO. New links from research support pages to development opportunities (and back again) to make it easier to navigate. New format newsletters and targeted emails.	Yes	Summer 2023 onwards. Look into usage data as none currently available.	OD Research Culture Manager	All researcher managers and researchers to report increased knowledge of 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. Strong links to feedback gathered at RCAD meetings and special focus groups to follow Staff survey 2024.				
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 relation to discrimination, harassment, and bullying.	See ECI3	No			CEDARS "awareness of procedures to report bullying" currently 67%: 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.										
BAU	• All researcher managers 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. • The new suite of EDI training includes titles such as Gender Equality at Work, Menopause, Unconscious Bias, to name a few. • Line managers can access new reporting tools and ensure full compliance with mandatory training. Promoted through monthly manager bulletins.									

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity, and inclusion, and put this into practice in their work.	See BAU								
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 2024. 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 relation to research misconduct.	Misconduct policy to be updated in 2024, 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 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.	Researcher representative on Research Culture Working Group (in process of becoming a Strategic Advisory Group, directly reporting to PVCRE). Formation of Researcher Career and Development Groups that act as local conduits for researchers to raise challenges and to promote out opportunities.	Yes			Researches report that they have a clear reporting line into research culture decision making processes. Regular focus groups will measure impact. All staff survey and CEDARS survey.				
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.	Improving researcher voice by increasing awareness of opportunities through targeted emails. Look to improve the process for advertising and appointing to committees and working groups,	Yes	Review annually (Jan). 3-year goal to have a succession plan/process	OD RSO R directors. (Lead - Research	Researcher managers feel empowered to volunteer for relevant committees and working groups to				

		clearer expectations. Long term aim to have a succession plan and handover period in place. Research Culture Workshops/Consultations. Representatives on Research Culture Strategic Advisory Group to steer action plan and strategy (EDI, PGR, Faculty Leads, Technicians, Researchers, Library, RES, POE.		for each committee.	culture manager)	influence policy and best practice. Monitored by R Directors. Increase in research managers attending to be monitored by research culture manager. Culture Survey and/or staff survey (inc. Culture questions, - alongside or merged with VITAE RC survey.				
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 (Lead – FM)	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.										
BAU	• Promotion pathways are well documented and supported by an annual event 'Preparing for Promotion' Which includes research only case studies. • New web resources currently being developed. • 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,. New EDI training modules available. • New staff survey to be reinstated in 2024.									
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.	See BAU								
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion, and reward of researchers.	See BAU								

Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
BAU	• Regular awareness raising of sector issues e.g. export controls and National Security and Investment Act through department visits, research committee and available guidance (RSO website) • Regular comms from post award team • New grant holder training – ensuring all research managers are aware of responsibilities. • Regular correspondence with PIs on funded grants by post award teams. Locally deployed Research Development Officers to advice and promote best practice • See also EM3									
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	See BAU								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures, and employment legislation, as well as the requirements of their funder.	See BAU								
ER2	Researchers understand their reporting obligations and responsibilities.	See BAU								
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
BAU	• 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. Monitored as part of OD annual reporting. Currently reporting as excellent. E.g. New to line management at Lancaster, New to supervising, Manager@lancaster, leader@lancaster, Bonington Leadership Development etc. • All programmes supported by coaching opportunities. • Senior research leaders have direct input into relevant development activities. Giving access to these leaders by all research managers. • Relevant research leaders attend RCADS 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. • Internal coaching register is open to all staff and research managers are actively encouraged to apply. • 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.									

	• Researchers encouraged to take part in PDR discussions. Refreshed online training (2023) will give new case studies relevant to a broader research population.									
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	See BAU								
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.	See BAU								
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See BAU								
EM4	Managers actively engage in regular constructive performance management with their researchers.	See BAU								
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	See BAU								
Job security										
The aim of this obligation is to improve the job security of researchers.										
BAU	• All researchers are now employed on “indefinite with a funding end date” contracts, giving them greater employment rights and access to redeployment etc.									
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.	A review of the redeployment process is due 2024.	Yes	Summer 2024	HR Service Delivery Manager	Researchers to report greater understanding of the benefits of the new contracts and satisfaction with the				

		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.		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.	ADs research	redeployment process. Researchers to be involved in this review. Ongoing feedback from RCAD CIG reports and termly focus groups. 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.										
BAU	• 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 will become available for research integrity, safeguarding, impact, ethics and trusted research. 2024/25 • Full range of development opportunities available to all research staff and research managers. https://www.lancaster.ac.uk/organisational-development/academic-and-researcher/ • 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. • 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'.									
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.	See BAU New Researcher Career Development Scheme (Bridging). Applicants offered a mentor and encouraged to use a broad range of development options as part of career development plan in application.	No	Pilot to be reviewed summer 2024	RCM	End of scheme feedback, Research staff to report that they have developed career plans to take them forward and clear pathways for doing so.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	See BAU								

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 research and their own professional development.	See BAU				Research staff report greater support by managers to access development opportunities, as reported in the CEDARs survey and via RCADS regular fora..				
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 BAU				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 RCADS.				
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 PCDI1								
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 PCDI1								
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.										
BAU	• Managers are encouraged to attend series of workshops for those new to grant management and PI training and development programmes. • New monthly newsletter to remind of responsibilities. • Programmes are annually refreshed to reflect the changing environment and the needs of the participants.									
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.	See BAU								

PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	See BAU								
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See BAU								
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.										
BAU	• Prosper portal to be promoted to all. (Prosper portal is an open-source project to unlock researcher career potential by exploring multiple career pathways). • Continue with existing stand-alone careers workshops. • New online careers resources to be curated. • 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. • Mid-career/Established researcher cross institutional Mentoring scheme • Bonington leadership development programme • Leader@Lancaster development programme									
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.	See BAU N8 Established Researcher statement. Measures still to be agreed.								
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	Yes	New starter report annually (March) Feedback from faculties updated in December	Faculty managers/R directors HR Service Delivery Manager (for new starter report) Additional fact finding action for ADRs.	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.				

		information needed. ADRs to find out what is happening in their areas and report to CIG.				Reminder at central researcher induction.				
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 BAU								
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.	See BAU								

Further hyperlinks and supplementary information (more rows can be added)	
1	Business As Usual (BAU) – full range of development programmes and support activities for all research staff. https://www.lancaster.ac.uk/organisational-development/academic-and-researcher/
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/
4	Prosper https://www.liverpool.ac.uk/researcher/prosper/
5	
6	
7	
8	

Abbreviations and glossary (more rows can be added)	
ADs Research	**Associate Deans for Research**
HoD	**Head of academic Department**
HRQP	**Head of Research Quality and Policy**
OD	**Organisational Development**
POE	**People and Organisational Development**
RCAD	**Researcher Career and Development (Group)**
RCM	**Research Culture Manager**
R. Directors	**Department Research Directors**

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RSA	Research Staff Association
RSO	Research Services Office
WAP	Wellbeing Action Plan

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