# HR Excellence in Research Forward Action Plan 2023-2026

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| Lancaster HR Excellence in Research logo  |
| **Institution: Lancaster University** **Cohort number: 3** **Date of submission: 22.9.23 (final due date)** | **Audience (direct beneficiaries of the action plan)** | **Number of** | **Comments** |
| 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. |  |  |  |

## 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.

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| 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 researchThis 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 PDR form to complete, which promotions process should they follow, which development opportunities are targeted at them etc. | 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. |  |  |  |  |
| 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 conduits for researchers to raise challenges and to promote opportunitiesFaculty 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. | Yes | Termly report from the ADs on committee membershipBiennial Cedars survey | ADs researchResearch Directors (AD)OD/Research Culture managerLibrary (Associate Director) | 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%. |  |  |  |  |

## Environment and Culture

### 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.

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| 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 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. | 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 so no benchmark data)Satisfaction levels reported in Staff Survey 2024HoDs 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 ECI4Flexible 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. | ODResearch 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 |   |   |   |   |   |   |   |

## Environment and Culture

### 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.

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| 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 ECI3New 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%. |   |   |   |   |

## Environment and Culture

### 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.

#### Business as usual:

* 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.

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| 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 |   |   |   |   |

## Environment and Culture

### 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.

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| 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 2024New 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 reportResearchers 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. |   |   |   |   |

## Environment and Culture

### 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.

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| 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, 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. | Yes | Review annually (Jan). 3-year goal to have a succession plan/process for each committee. | ODRSOR directors.(Lead - 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. 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.

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| 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%) |   |   |   |   |

## Employment

### 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.

#### Business as usual:

* 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.

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| 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 |  |  |  |   |   |   |   |   |

## Employment

### Responsibilities and reporting

#### The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.

#### Business as usual:

* 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

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| 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 |   |   |   |   |   |   |   |   |

## Employment

### People management

#### The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews

#### Business as usual:

* 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.

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| 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 |  |  |  |  |   |   |   |   |

## Employment

### Job security

#### The aim of this obligation is to improve the job security of researchers

#### Business as usual:

* All researchers are now employed on “indefinite with a funding end date” contracts, giving them greater employment rights and access to redeployment etc.

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| 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.Associate Deans to look at pilot of ‘Bridging funds’ in FHM, to see if viable for broader researcher community.To be pursued via research committeeReview of redeployment to take place centrally HR following on from recruitment and selection review. | Yes | Summer 2024Long 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 ManagerADs 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. 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.

#### Business as usual:

* 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/od-and-ed/od/academic-and-researcher-learning-and-development/#d.en.488397>
* 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’.

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| 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 BAUNew 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.  |   |   |   |   |

## Professional and Career Development

### Career development reviews

#### The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.

| Completion for submission | To be completed only when reporting on action plan |
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|  | 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) |
| 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 |   |   |   |   |   |   |   |   |

## Professional and Career Development

### 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.

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| Completion for submission | To be completed only when reporting on action plan |
|  | 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) |
| 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 |   |   |   |   |   |   |   |   |

## Professional and Career Development

### 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.

#### Business as usual:

* 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.

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| Completion for submission | To be completed only when reporting on action plan |
|  | 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/ further action) |
| 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 |  |  |  |  |  |  |  |  |

## Professional and Career Development

### 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.

#### Business as usual:

* 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

| Completion for submission | To be completed only when reporting on action plan |
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|  | 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/nfurther action) |
| 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 BAUN8 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 information needed. ADRs to find out what is happening in their areas and report to CIG. |  Yes | New starter report annually (March) Feedback from faculties updated in December | Faculty managers/R directorsHR 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.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 |  |  |  |  |   |   |   |   |
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| **Further hyperlinks and supplementary information****(more rows can be added)** |  | **Abbreviations and glossary** **(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/od-and-ed/od/academic-and-researcher-learning-and-development/ |  | **ADs Research** | **Associate Deans for Research** |  |  |  |
| **2** |  Wellbeing action planhttps://www.mind.org.uk/media-a/4810/guide-to-waps-english-interactive-op.pdf |  | **HoD** | **Head of academic Department** |  |  |  |
| **3** |  Staff Wellbeing pageshttps://www.lancaster.ac.uk/staff-wellbeing/ |  | **HRQP** | **Head of Research Quality and Policy** |  |  |  |
| **4** |  Prosper<https://www.liverpool.ac.uk/researcher/prosper/>  |  | **OD** | **Organisational Development** |  |  |  |
| **5** |   |  | **POE** | **People and Organisational Development** |  |  |  |
| **6** |   |  | **RCAD** | **Researcher Career and Development (Group)** |  |  |  |
| **7** |   |  | **RCM** | **Research Culture Manager** |  |  |  |
| **8** |   |  | **R. Directors** | **Department Research Directors** |  |  |  |
| **9** |   |  | **RSA** | **Research Staff Association** |  |  |  |
| **10** |   |  | **RSO** | **Research Services Office** |  |  |  |
| **11** |   |  | **WAP** | **Wellbeing Action Plan** |  |  |  |