

LANCASTER UNIVERSITY

Action Plan to fulfil the principles of the Concordat to Support the Career Development of Researchers, 2015-17

A: RECRUITMENT AND SELECTION

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

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
A1	To proactively manage researcher careers; identify and develop future leaders by cohort development programmes and targeting, coordinating and supporting research fellowship applications.	1.2; Athena SWAN 3.5 Athena SWAN 3.11	10% increase in the number of fellowship applications submitted in each year; 10% increase in number of fellowships awarded in each year (therefore a 10% year on year increase) 10% increase in fellowship applications and success rates from target groups in each year; targeting of particular schemes such as Dorothy Hodgkin Fellowships (therefore a 10% year on year increase). (Athena SWAN 3.11)	Faculty Associate Deans for Research	Continuous activity; first cycle to be completed December 2016
A2	To further refine and implement the University's Staff Recruitment Strategy and pursue the use of competency-based recruitment.	1.2	Refined strategy in place. Competency-based recruitment employed where appropriate.	Director of HR and OD	September 2017

B: RECOGNITION AND VALUE

Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
B1	Explore and review the principles of the Lancaster Researcher's Charter.	2.1	Charter principles considered and reviewed by faculties and recommendations made to the University Research Committee.	Faculty Associate Deans for Research	March 2016
B2	Further embed the Concordat principles within departments.	2.1	A checklist developed to enable the monitoring of compliance by faculty research committees.	Faculty Associate Deans for Research	July 2016; thereafter regular annual activity

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
B3	Increase the involvement of researchers within the governance of Lancaster's research and ensure representation on relevant committees and decision-making bodies at all levels within the organisation.	2.1, 7.1	Researcher representatives on all research-related committees at departmental, faculty and university level.	PVC Research	March 2016
B4	Develop greater connection between the Research Staff Association Steering Group and Lancaster's structures for research governance.	2.1, 7.1	All researcher representatives on departmental/faculty/university research committees are members of the Research Staff Association Steering Group.	Organisational Developer	March 2016
B5	Continue negotiation and reach agreement with campus trade unions on the policy relating to the use of fixed-term contracts and how transitional funding for fixed term researchers can be better used.	2.2	Implementation of agreed policy.	Director of HR and OD	September 2017
B6	Enhance quality of Performance and Development Reviews (PDR) by conducting a full review of the PDR process 2015-6 – including an explicit focus on identifying researchers' development needs and on plans to manage career progression. (Athena SWAN 3.11)	2.3, 4.10, 5.6	Designed, trialled, and implemented revised PDR process.	Director of HR and OD	September 2017

C: SUPPORT AND CAREER DEVELOPMENT

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

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

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
C1	Build on the success of the 2014/15 Researcher Development Programme as a development opportunity for research staff and academics, incorporating newly identified institutional needs and priorities (from the Staff Survey, CROS, PIRLS).	3.2	Newly launched 15/16 research development programme revised to incorporate new institutional priorities.	Organisational Developer	Review September 2016

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
C2	Monitor progress of the development programme for the new 50th Anniversary initiative with a view to spreading and adopting best practice to other groups of staff.	3.2	Best practice identified and introduced.	Organisational Developer	Review September 2016
C3	Introduce a new Principal Investigator (PI) development programme to enhance their expertise in managing and developing research teams and equip them in supporting researchers about career options.	3.2	A minimum of 20 PIs participating in the PI development programme in the first year. 10% increase in numbers of researchers supported to access professional development opportunities (as measured in Lancaster University's next staff survey).	Organisational Developer	January 2017
C4	Establish 'career pathways' as the overarching theme for the Research Staff Association during 2015/16.	3.2, 3.4	A minimum of three Research Staff Association events scheduled which address different aspects of career pathway.	Organisational Developer	September 2016
C5	Increase awareness amongst researchers of the independent advice offered by Lancaster Careers Service.	3.4	5% increase in the number of researchers accessing the Careers Service for advice.	Organisational Developer	Interim review September 2016
C6	Identify new ways of promoting Lancaster's mentor-match scheme to researchers and increase the pool of mentors available (particularly for researchers and early career academics).	3.4	50% increase in the number of suitable mentoring matches made and a 50% increase in the number of senior academics registered as mentors.	Organisational Developer	Interim review September 2016
C7	Explore new ways of incentivising senior academics to engage in mentoring, including linkages with Lancaster's academic promotions criteria.	3.4	Incentives & mechanisms identified.	Organisational Developer	Interim review September 2016
C8	In order to enable researchers to develop sustainable career options, further enhance systems to collect information on challenges facing researchers and their reasons for leaving.	3.5	The development of targeted data collection tools.	HR (Equality & Diversity)	September 2017

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
C9	Review applications for the Maternity/Adoption Research Support (MARS) Fund and consider widening the scope to include all research staff. (Athena SWAN 3.10)	3.5	Applications reviewed.	HR (Equality & Diversity)	September 2017
C10	Enhance the induction and support for all new staff, including researchers, to enable them to fully understand their responsibilities, particularly in relation to research governance and ethics, health and safety, personal development and career planning, data management and lone working.	3.6	Improve access to induction materials and support through the development and implementation of e-induction materials.	HR Director	September 2017

D: RESEARCHERS' RESPONSIBILITIES

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
D1	Continue to develop ways of supporting the independent Faculty-based Researcher Career Groups in their developmental activities, and where appropriate link to wider Research Staff Association events.	5.1	Increase in number of researchers participating in Research Staff Association events from Researcher Career Groups.	Faculty Associate Deans for Research, HR Partners & Organisational Developer	September 2016
D2	Raise awareness of appropriate ethical practice and issues of research integrity via the Research Development Programme and PI Development Programme.	5.3	Maximum attendance at workshops on ethics and research integrity (for researchers and PIs).	PVC Research	September 2016
D3	Enhance the advice available to researchers on good ethical conduct.	5.3	New 'research integrity and governance officer' post filled.	PVC Research	September 2016
D4	Optimise procedures for research ethics approval of projects including development of faculty-based research ethics committees with delegated authority.	5.3	Functioning faculty-based research ethics committees underpinned with robust procedures	PVC Research	September 2016

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
D5	Develop role profiles to clarify and reinforce the core responsibilities and expectations associated with being a 'Lancaster Researcher' and 'Lancaster PI'. Enhance the induction and support for new researchers to enable them to fully understand their responsibilities, particularly in relation to research governance and ethics, health and safety, data management and lone working.	5.3, 5.5	Role profiles created and dissemination strategies in place.	HR Director	September 2016
D6	Promote information to all staff (including researchers) on policies, procedures and developmental opportunities. (Athena SWAN 4.8)	6.10	Increased awareness amongst researchers, at all levels, of those policies and procedures relevant to them (as measured in next Staff Survey)	HR Director	January 2017

E: DIVERSITY AND EQUALITY

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

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
E1	Increase provision of childcare facilities through the school holiday periods, with additional activities during school 'half-term' to meet increasing demand. (Athena SWAN 4.5)	6.4	Additional facilities which meet existing and future demands.	Director of Facilities	September 2017
E2	Provide resources to enable researchers to participate in relevant professional activities that are beyond the normal contracted requirements (e.g. attending conference; networking and fieldwork), specifically in relation to childcare commitments. (Athena SWAN 4.7)	6.4	Adequate funds secured and a mechanism developed that enables researchers to access necessary resources.	HR Equality & Diversity Manager	September 2017 (interim review September 2016)
E3	Review uptake and effectiveness of the MARS Fund. (Athena SWAN 4.7)	6.4	80% of all MARS applications are awarded funding.	HR Equality & Diversity Manager	January 2016
E4	Increase awareness of Equality & Diversity issues for all staff.	6.4	80% of new starters complete Equality & Diversity training.	HR Director	September 2017 (interim review September 2016)

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
E5	Continuously monitor and benchmark individual STEM department percentage female staff at each academic grade and role. (Athena SWAN 3.4)	6.7	Increase in both numbers and percentage of female academics in STEM departments for all grades and roles, achieving at least 10% increase by 2017.	HR Diversity and Equality Manager	Review September 2016
E6	Actively promote female participation in Lancaster's Bonington Leadership Programme and other talent development initiatives, ensuring that selection processes allow for balanced/representative recruitment. (Athena SWAN 3.9)	6.7	A balanced profile of participants on all leadership and talent initiatives, including a specific cohort for female leaders within the Bonington Programme that runs at capacity.	Organisational Developer	September 2017
E7	Monitor researcher participation in OED development activities/initiatives, identifying under-represented groups and taking necessary action. (Athena SWAN 3.13)	6.7	Participants on OED's research development activities are a representative balance of gender, disability, ethnicity and age appropriate to Lancaster's researcher profiles.	Head (Organisational Development)	Report annually (August)
E8	Monitor researcher promotion applications and success rates by gender and report annually. (Athena SWAN 4.3)	6.7	Achieve at least equal proportion of female to male promotions.	HR Information Manager	Report annually (September)

F: IMPLEMENTATION AND REVIEW

Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

	ACTION	CONCORDAT PRINCIPLE(S)	SUCCESS MEASURE	LEAD RESPONSIBILITY	COMPLETION DATE
F1	Review the effectiveness of Lancaster University's approach to monitoring the implementation of the Concordat.	7	Review conducted, actions and an appropriate mechanism identified.	PVC Research	September 2016