HREiR Action plan 2021 - 2023

Details

Institution name:	**Lancaster University**
Cohort number:	**Cohort 3**
Date of submission:	**24-Sep-21**

The institutional audience* for this action plan includes (complete or delete, as appropriate):

Audience (beneficiaries of the action plan)	Number of
Research staff	393
Postgraduate researchers	1800
Research and teaching staff	992
Teaching-only staff	138
Technicians	120
Clinicians	
Professional support staff	1438
Other (please provide numbers and details):	

|	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
ECI1	Ensure that all relevant staff are aware of the Concordat	Information on the Concordat/Code of Practice is included in Research Staff Induction and also included in responsibilites as part of new PI development session. Recommend the Human Resources Partners team are briefed on this on a regular basis - the team is new.	Increasing numbers of researchers and research managers reporting that they are aware of the Concordat. As measured through the CEDARS Survey (Q.43.1a). (2020 - 24.3% had never heard of the Concordat, by 2021 this was down to 22.6% - aiming for down to 18% by 2022 survey results). If CEDARS is not available in 2022 then an alternative internal survey will be undertaken. Regular feedback directly from researchers at Research Staff Association events and as part of new starter survey.	Aug-22	OD for research and Academic. All CIG members. HRBP (Research Committee)		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Athena Swan - 2019AP MCFW6 - PARS (Parental, Adoption, Research Support) scheme now open to those on fixed-term and indefinite with an end date contracts	a) PARS scheme eligibility criteria reviewed to manner that applies in all subjects and includes all research staff. b) 100% increase in uptake of PARS scheme, that is, increase from around 2 per year to 4 per year.	a. Oct 21 b. Oct 23	Faculty Deans, HRBP, AS lead		
		Equity - Consistency in application of policies e.g. funding for conferences and development.	All researchers to be offered the same opportunities. Undertake an assessment of the 10 days development and how they have been used. Establish any obvious discrepancies between faculty or protected characteristics. Direct researcher feedback at RSA Spring Event	Priority action - Easter 2022	ADs Research, ADs People, Research managers		
		Researcher Voice - Guidance on the inclusion of research staff in all departmental communications	All new and existing research staff to be included in all departmental communications. Made aware of broader opportunities and included in departmental meetings. Feedback direct through				

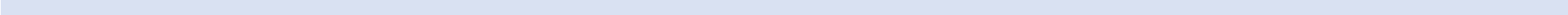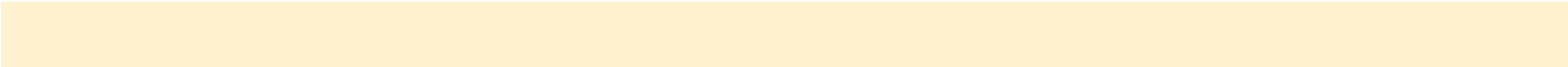| | | Monitor response to relevant CEDARS questions, ensure Research Community have a variety of opportunities at all levels to feed into the development of processes and systems. | CEDARS (Q14.3a, Q16.7a) feedback to show a 10% increase of higher level of awareness and engagement, by all the research community. LU specific CEDARS in 2022. | Summer 2022 | OD A and D |
| ECI3 | Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues | Introduction of Simitive software to manage workloads, planned for 2022. Further encouragement for all PIs to attend the PI and management training. | CEDAR (Q14.8a etc) feedback on workload allocation and direct positive feedback through the RSA. (CEDARS 2021 report for supporting mental health and wellbeing Disagree 25.8% and strongly disagree 25% - reduced to 18% target) | Summer 2022 | Simitive working Group - reporting through PEOD Director |

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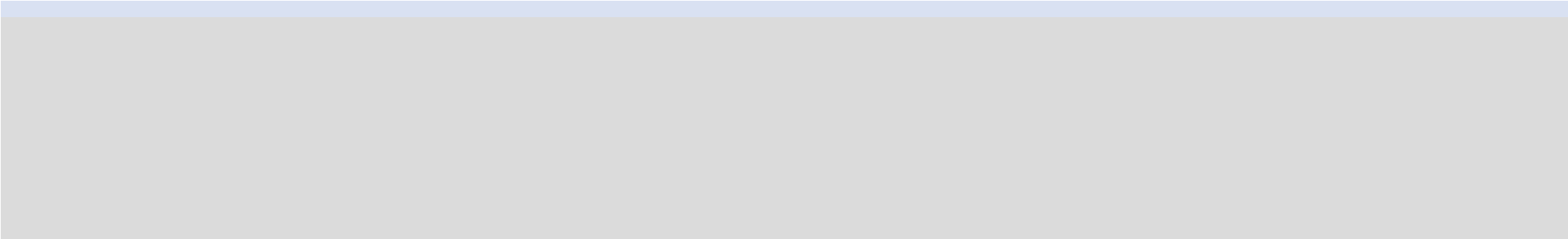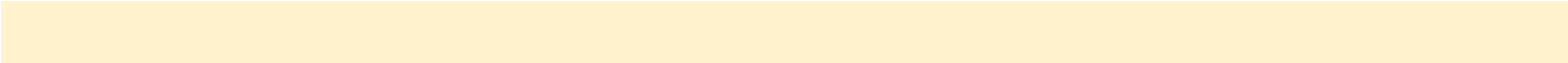
Managers of researchers must:
ECM1   Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work

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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	Athena Swan, FT2 PDRs for fixed term staff, CP9 PDR training for managers, to include promotions	a) 80% of academic/research staff with contracts of 2 years or more have had a PDR. b) % F promotion applicants increases from 11% (2017-18) to 13%; success rate for F applicants increases from 89% (2017-18) to 92%. d) 'Making Professor' workshop is rebranded to provide support to all levels of academics who may be seeking promotion, particularly those from under-represented groups.	A) Oct 2021 B) June 2023 C) Oct 2021	Deans, Director of POED, AS lead
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	May 2020 significant ammendements to redeployment in consultation with unions. All staff placed on redep list automatically 6 months prior to contract end date (previously 3). Sector wide approach to redeployment being considered as part of 2021 JNCES negotiations.	CEDARS improved satisfaction data (CEDARS 2021 (Q25.2a) Guidance on institutional redeployment processes 38.5% not very confident and 11.5% not at all confident - aim to reduce these to 30% and 7% respectively.) LU specific CEDARS in 2022.	Aug-22	Director of POED and Faculty Deans - B) Director of Marketing and Comms.
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	Review of committee membership underway. RSA Executive membership refresh. New opportunties to involve Researchers in working groups.	Visible increase in researcher representation on all relevant consultation groups. CEDARS (Q16.7) satisfaction data. LU specific CEDARS in 2022.	Annual monitoring December	OD (A and R), ADs Research, RSA Exec.

Funders must:

EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security
EF3	Support institutions to develop policies and frameworks to

EM4	Actively engage in regular constructive performance management with their researchers	Good practice demonstrated and feedback from RSA and CEDARS	CEDARS Satisfaction data (CEDARS 2021 (Q16.2), Institution value on your contribution to Performance management 8.1% fully, 17.9% mostly - increase to 10% and 20% respectively,) these measures are low due to the mix of participants. Further broader feedback needed, could be incorporated into launch of new PDR system)	Aug-22	Deputy Director POED, HRPB
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Culture survey to identify gaps. New promotions criteria encourages engagement and contribution to policy development. Now recognised in all promotional strands as part of 'leadership'.	Research culture survey to be established. Not currently measured, but trends shown as part of promotions process, to be reported through CIG.	Dec-23	OD (A and R) HR reward and recognition manager
Researchers must:					
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Improved induction at faculty and departmental level (under review). Signposting to relevant policies, when identified, through RSA wordpress site.	Satisfaction with induction processes and knowledge, reported through new starters induction survey and CEDARS Q20.1a 2021 - Very useful 14.8%, 44.4% useful. Increase to 65% satisfaction overall.	Aug-22	Faculty Managers, OD (A and R), Researcher managers
ER2	Understand their reporting obligations and responsibilities	Improved induction at faculty and departmental level (under review). Signposting to relevant policies, when identified, through RSA wordpress site.	Satisfaction with induction processes and knowledge, reported through new starters induction survey	Aug-22	Research Managers
ER3	Positively engage with performance management discussions and reviews with their managers	PDR uptake monitoring to ensure all researchers have an opportunity to take part - New PDR system currently being developed.	Introduction of new PDR system. Tracking and usage of PDR system to improve. Researcher to be included on development working group. Feedback gathered as part of Project review to target satisfaction levels and engagement by researchers.	New Software Launch Jan 2022	Deputy Director POED, HRPB
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	New opportunities are availabl9(y)]TJETabl9(y)]TJETab			

PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Prosper, Portal launched 2021, full programme launch late 2021. Actively encourages researcher staff to develop new 'transferable' skill sets and introduces a broad range of alternative career options and contact with employers. Parallel Prosper group supports research managers and creates a support network. CEDARS Q25.2 suggests that there is an incongruence between Research Managers confidence to 'actively support researchers working towards career aspirations (33.3% - fully Confident and 56.4% - Confident) and Q28.5 satisfaction with support for broader career aspirations (Agree Strongly 20% and agree 33.3%) More emphasis to be placed on broadening career options, in PDR discussion training and other development programmes.	Prosper feedback and CEDARS satisfaction surveys (10% increase in satsifaction with career guidance). If CEDARS is not available in 2022 then an alternative internal survey will be undertaken. Additional feedback from exit surveys on breadth of career alternatives taken.	01/08/2022 - Prosper feedback 2023	OD (A and R), HR service delivery manager
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Current use of COREHR software for recording of PDR conversations is low. New PDR software, will provide better monitoring and promises a more user friendly interface.	Increased engagement and usage of software and online tracking and reporting. (first year benchmarking data to be collected, then increase by 40% second year)	Oct-22	Deputy Director POED
		Researcher Identity - Clear guidance within PDR process, which forms to use and how to get the most out of it as a researcher.	To be launched with the new software. Feedback directly from Researchers as part of implementation plan.	Priority Action - by Summer	

HR EXCELLENCE

| PCDR6 | Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation | New programmes being developed to support our researcher community to engage at a higher level. Looking at enhancing the opportunties for reseach leadership and engagement | Attendance at new programmes and greater undersanding of research culture at Lancaster and beyond. Could impact on career potential and influence promotional opportunties. Long term impact and reputation for individuals and institution. Long term monitoring of promotional routes and career destinations. As measured through exit interviews and promotional activity reports from across the institution. | Annual report June 2022 | OD (A and R), HR service delivery manager | | |

* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional suport staff; technicians.