Lancaster University Concordat updated report on Actions 2017-19

Preface

Lancaster's Concordat Implementation Group (CIG) has formal oversight for implementation of Vitae Concordat to Support the Career Development of Researchers (the 'Concordat'.) The CIG is chaired by the Director of Human Resources & Organisational Development and membership comprises representatives from Human Resources (HR) and Organisational and Education Development (OED), Research and Enterprise Services (RES), the Careers Service, and the Research Staff Association (RSA) Steering Group.

Responsibility for reviewing, refreshing and implementing the institutional Action Plan rests with the CIG. The Group meets termly to review progress and reports to the University Research Committee. Individual members take responsibility for leading and driving actions within their Plan, with the active involvement of other

Concordat Principles

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.

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.

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 ca

D: RESEARCHERS' RESPONSIBILITIES

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

E: DIVERSITY AND EQUALITY

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

F: IMPLEMENTATION AND REVIEW

Lancaster University Concordat Forward Action Plan 2017-19

Current level of compliance	Action to be undertaken	Evidenced by	Lead

	Current level of compliance	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Status update/additional notes
		Development of a range of options available across the institution to encourage and facilitate retention of research staff on fixed term, externally funded research contracts. Options referenced within, and accessible from, [Code of Practice for the Development of Research Staff](#). Principal Investigators to include reason for fixed term contract role on HR staff requisition proforma and recorded on HR management system. Further development of the training provision for PIs to include more reference to recruitment training and the use of PDRs for all.	2) insights into reasons for continuing to use FTCs.			Discussions with internal groups, such as Associate Deans (Research) and research staff themselves. Indicated that for most posts the use of a pool of researchers was not the best option due

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2.1.3	**Further action** Include Concordat as an annual session at the University's Leadership Group meeting (VC, PVCs, Deans, HoDs, ADs and professional services leads will all be present).	Minutes of Lancaster University Leadership Group.	PVCR [OD]	December 2018	Organisational Developer and Chair of Research Staff Association presented an update to University Leadership Group. This is now an annual agenda item.
2.1.4	**Further action** Appoint/select a Concordat lead in each Faculty	Nominated Concordat leads appointed for each Faculty.	ADR [OD]	January 2018	Research staff representatives on Faculty research committees have taken on the role of Faculty Concordat Champions.
2.1.5	**Further action** Maintain RSA representation on CIG and develop greater connection between the Research Staff Association Steering Group and Lancaster's structures for research governance ensuring research staff repre3.4 (t)-1.4 (her)-1.3 (ac)-1 (t)3.2 (i)-1.4 (o)1.6 (n)]TJ 0.001 Tc -0.036 481.02 407.3 (esea)1 16.66 0 Td (d)Tj 0.002 Tc481.02 0 Td ( )07.3 0.48 re f 480.54 442.44 0				

Current level of compliance	Action to be

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	This initiative is accompanied by a bespoke Gro Lead Development Programme.						

2.3.4 Furtheraction

Implementation of new Code of Practice for the
Development of Research Staff aims to embed the

Current level of compliance/

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	Recruitment to RDP 2018 opens on 16 October 2017. All research staff will be directly targeted, through an internal targeted mailing list and Managers newsletters. New programmes for 2018/19 The balanced academic and the Resilient Researcher – programmes with a coaching core, supported by a series of open workshops. Focus of sessions on information and skills needed by researchers at Lancaster, covering process, information and skills for researchers and tho					

		Current level of compliance/Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Status update/additional notes
3.2.3		**Further action** Retain 'career pathways' as a key ongoing theme for the Research Staff Association future activities. Careers pathways' remain a popular and productive RSA theme (see Research Staff Association annual report 2016). Theme continues for 2017/18.	A minimum of three Research Staff Association events scheduled which address different aspects of career pathway.	OD [RSD]	September 2019	RSA ran three workshops relating to research staff development and other relevant information and networking events each year. Topics covered this year included: x December 2017 – Christmas Café x June 2018 Transitioning from conference attendee to leader x July 2018 – Demystifying REF x December 2018 Christmas Café (inc. Lancaster's response to the Concordat) x April 2019 – Exploring teaching opportunities and support for those who teach. x July 2019 –

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C3.7 – Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.
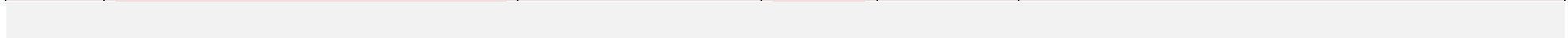
3.7.0   Existing activity

Research staff are encouraged, through the

		Current level of compliance/Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Status update/additional notes
		Further action Principal Investigators will be encouraged, through the Code of Practice for the Development of Research Staff to ensure that opportunities are provided to discuss such activities with their research staff as both as part of the PDR process and as part of routine project development and management.				responded that their career aspirations had been discussed as part of their PDR in comparison to 77% of the University as a whole (Q36). In addition, 81% of researchers felt that they were given the same opportunities to develop as other staff in comparison to 80% of the University as a whole (Q38)
		C3.10 – Researchers should be empowered by having realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.				
3.10.1		**Existing activity** A revised policy for the Performance Development Review process was presented to the Joint Negotiation and Consultation Committee (JNCC) in November 2016 and was signed off by JNCC November 2016. **Further action** Implementation of new Performance Development Review (PDR) policy as part of the implementation of CORE HR management system.	Designed, trialled, and implemented revised PDR process.	Dir.HR [OD]	Roll-out scheduled for March 2018	Roll out was dependent on the implementation of CORE, the internal HR management system. This was delayed go live has been started June 2019 – no data available yet.
		C3.11 – Employers will wish to ensure that development activities open to researchers include preparation for academic practice. Employers should take measures to ensure a broad range of CPD schemes from other employing organisations as far as possible, so that researchers are not duly disadvantaged when moving from one employer to another				
3.11.0		**Existing activity** The University offers CPD processes and opportunities that are consistent and compatible with other HEIs. The University recognises CPD as an essential part of staff development and as such, ensures that its competency based recruitment and selection processes recognise as far as possible the CPD schemes from other employing organisation No further specific action identified for 2017-19.	n/a	n/a	n/a	

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	[Practice to Support the Development of Research Staff.](#)				
D5.2 – Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.					
5.2.0	**Further action** Refresh the researcher training and development offer to promote internal services which support consultancy, contracts, IP, licences and spin out companies.	Creation of three new training and development events covering industrial engagement, public and community engagement, IP and consultancy. Effectiveness measured through feedback and evaluation.	OD [OD]	Available from January 2018	This action builds on current provision which included 'Engaging with the media', 'Engaging parliament and policymakers with engaging research' 3 new programmes were piloted and reviewed 2018 and are now business as usual x Getting started: the funding landscape and opportunities x Developing successful proposals x Making a difference: engagement and impact
D5.3 –					

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	potential, underpinned by an emphasis on equality of opportunity and equality of treatment". The Vision, Plan and Objectives apply to all staff and students and all roles including research academic and professional and are supported by policies and procedures outlined on the HR website. No further specific action identified for 2017.				of the 4-year institutional Athena SWAN action plan to be released in Autumn 2019.
E6.2 –					

	Current level of compliance/Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Status update/additional notes
	(four of which are researchers) demonstrate this commitment on the University EDI website. No further specific action identified for 2017.				

E6.6 – Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.					
6.6.0	**Existing activity** HR information and policies (for example those addressing Fixed Term, Equal Opportunities and Redeployment) are available on the HR website and intranet and aims to improve accessibility to guidance for current and potential researchers and their line manager. This includes guidance, policies and support for researchers on parental leave (paternity and maternity), and adoption leave RSO web pages provide funding information pre and post award support. No further specific action identified for 2017.	n/a	n/a	n/a	

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						appropriate. EDI manager also part of the Staff Circumstances

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	1 ODR	The new Group has developed further an approach to implementing the Concordat within the framework of a Code of Practice for the Management o				

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F7.5 – Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their research staff. This section focuses on the coordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.						

7.5.0

Existing activity

Existing data sets used include the biennial CROS, PIRLS and Lancaster University's staff survey These have been run twice as complementary surveys and can be compared with previous years. Lancaster's staff survey permits research staff to be differentiated from other staff, allowing like-for-like comparison with CROS.

	KEY PRIORITY	SUCCESS MEASURE
		-Promote and encourage mentoring amongst research staff and research leaders.
KP5	Enhance awareness of research career pathways	-Increase in positive responses to career progression in LU Staff Survey. -Continue 'career pathways' as a central theme for Research Staff Association activity. -20% increase in the number of research staff accessing the Careers Service.