

University of Central Lancashire Forward Looking Action Plan 2020-2022

Key

Submission, Acronym, Title

ADRE, Academic Development for Research & Enterprise

CEDARS, Culture, Employment, and Development in Academic Research

Survey CPR, College of Professors & Readers

ECRs, Early Career

ResearchersEDs, Executive

Deans

FDRs , Faculty Directors of Research

FRIECs, Faculty Research Innovation & Ethics

CommitteeHR, Human Resources

HREiR, HR Excellence in Research

AwardI&C, Research Institutes &

Centres MCRs, Mid-Career

Researchers

RASS, Research Assistant

RASC, Research

AssociateRF, Research

Fellow

SRA, Senior Research

AssistantSRF, Senior

Research Fellow SRLs,

School Research Leads

URIC, University Research & Innovation Committee

Submission Information

HREiR Forward action plan template (2020-

2022)Environment & Culture Section

Institution name: University of Central Lancashire

The institutional audience* for this action plan

includes:Cohort number: 6

Audience (beneficiaries of the action plan)

Date of submission: 29th April 2021

(resubmission)Research Assistants -25

Senior Research Assistants -22

Research Associate -52

Research Fellow-42

Senior Research Fellow -27

Lecturer - Teaching & Research-484-

Senior Lecturer - Teaching &

Research-502

Principal Lecturer/Reader - Teaching &

Research-92Professors - Teaching & Research-

75

Technicians-

10Clinicians-

67

Postgraduate researchers -

645Professional support staff-

97

Other (please provide numbers and details)

Environment & Culture

Institutions Must

ECI1 - Ensure that all relevant staff are aware of the Concordat-

ACTION - To ensure that the revised Concordat is taken to all relevant research committees at School and Faculty levels. Academic Development for Research & Enterprise (ADRE) (formally the Researcher Development Unit) to signpost all ECRs & researchers to the external and internal web pages which outline the information on the new Concordat principles. Researcher representatives on those committee's feedback information about the new concordat to ECRs, and/ or the ADRE attends Faculty and School meetings to inform ECRs of updates relating to the Concordat.

SMART MEASURE - 10% increase hits on the website by June 2022.
50% agree in CEDARS 2021 Survey question relating to awareness of Concordat by June 2022.

DEADLINE - June 2022

RESPONSIBILITY

- **Head of Impact and Outputs Unit**
- Academic Development for Research & Enterprise (Training Coordinator) Faculty Directors of Research
School Research Leads
Director of Research & Enterprise Services

ACTION - To host events specifically around the revised concordat for researchers at all levels, but specifically our ECR groups. This will raise the profile of the new Concordat and highlight the responsibilities of all stakeholders, enable participants to hear how the University can help them, enable the collation of needs and requirements of ECRs. The 3 Research Networks will be targeted: ECR, Mid-Career and CPR, as will the Research Institutes and Centres. To run quarterly consultation events around the revised Concordat with researchers to review progress & refine actions by June 2022.

SMART MEASURE - 50% attendance at consultation events & 50% agreed with the CEDARS survey question relating to awareness of the Concordat by June 2022

DEADLINE - June-22

RESPONSIBILITY

- Head of Impact and Outputs Unit
- **Academic Development for Research & Enterprise (Training Coordinator)**
Faculty Directors of
ResearchSchool Research
Leads
Director of Research & Enterprise Service

ACTION - To run the CEDARS survey for researchers, specifically our ECR group and ask about the Concordat, so that data can be obtained on how many researchers are aware of the Concordat and their responsibilities around this, plus what their development needs are and their ideas to help embed the Concordat into day to day working.

SMART MEASURE - To run the CEDARS survey in May 2021. 60% completion rate of researchers covered in this submission.

50%. agree for CEDARS 2021 Survey question relating to awareness of Concordat by June 2021.-Jun-22-

RESPONSIBILITY - Academic Development for Research & Enterprise (Training Coordinator) Human Resources (Leadership & Development Manager)

Head of Impact and Outputs Unit-

ACTION - To use the RDU portal and blog as a platform for updates in relation to researcher development policy in particular raising awareness to our ECRs around the Concordat principles, so that researchers can also access this online information as well. Promotion to ECRs and other researchers of the RDU blog.

SMART MEASURE - 15% Increase hits on RDU Portal & Blog by June 2022.

DEADLINE - Jun-2022

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
Director of Research & Enterprise Service
- Head of Impact and Outputs Unit

ACTION - Academic Development for Research & Enterprise (ADRE) external web pages to be amended to add more detailed information about the Concordat and add in sections for each area of the concordat for the institution, researcher, research manager and the principles and expectations required for each area but add into each expectation, links that will help the researchers find the

correct information for each area. Consider the use of case studies.

SMART MEASURE - External pages completed by June 2021. 10% increase hits on ADRE web pages by June 2022

DEADLINE - June-2022

- **Academic Development for Research & Enterprise (Training Coordinator)**
Director of Research & Enterprise Service
- Head of Impact and Outputs Unit

ACTION - Provide those responsible for appraising researchers with details of the Concordat and provide typical opening questions to help develop discussions with appraisees.

SMART MEASURE - 50% agree for CEDARS 2021 & 2023 Survey question relating to awareness of Concordat.-

DEADLINE - June 2022

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Research Managers
Faculty Directors of Research

EC12 - Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers

ACTION - To introduce on the internal staff development HR webpages a dedicated section for researchers (including ECRs) with all the institutional policies and practices available in one place. This will be alongside information about the Concordat, with links to the RDU portal.

SMART MEASURE - 10% increase hits on these resources by December 2021.-

DEADLINE - December 2021

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership Development Manager)

Faculty Directors of
ResearchSchool Research
Leads
Director of Research & Enterprise Service

ACTION - To include HR in the welcome event for researchers so they can speak to new research staff (including ECRs) about the institutional policies and practices available and where to find this information. Policies such as: Job Grading and Progression, Recruitment and Selection, Pay, Benefits and Pensions, Staff Information (researchers), Staff handbook (researchers), People Plan, Researcher Development Information.

SMART MEASURE - 3 sessions completed on the Academic Researcher Induction 50% participation rate by ECRs by June 2022.

DEADLINE - June 2022

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
Human Resources (Leadership & Development Manager) Faculty Directors of Research
School Research Leads
Director of Research & Enterprise Service

ACTION - To record a researcher welcome video and make available to all researchers via the researcher development intranet webpages.

SMART MEASURE - 10% increase hits on these resources by December 2021

DEADLINE - December 2021

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
Director of Research & Enterprise Service
- PVC Research & Enterprise

ACTION - UCU represent researchers, so they will be made aware of this Concordat and their role in supporting communication.- - Communicate with UCU to raise awareness of the Concordat and the responsibilities within it for ECRs, Research Managers, and the Institution & that the ADRE will be running the CEDARS survey in 2021 to establish awareness of the Concordat.

SMART MEASURE - 50% (ECRs) agree for CEDARS 2021 Survey question relating to awareness of Concordat.

DEADLINE - June 2021

- **RESPONSIBILITY**

- Human Resources (Leadership & Development Manager)

ACTION - To ensure that researchers (ECRs) who are on fixed term contracts, will be contacted 3 months before the end of their current contract to discuss next steps and are placed on the redeployment register to ensure they have prior notification of all opportunities within the University, and are given the opportunity to apply. Those on the redeployment list are given priority for all vacancies at the same grade or lower.

SMART MEASURE - All fixed term researchers are offered redeployment. Build on actions arising from the 2021 staff & CEDARS Survey

DEADLINE - September 2021.

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

ACTION - As the success measure was not achieved for improving the appraisal experience of fixed term contract holders, this remains an objective.

SMART MEASURE - Improve those reporting appraisal participation by 20% in next staff survey 2022

DEADLINE - June 2022

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

EC13 - 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.-

ACTION - To utilise the results from the staff surveys around mental health and wellbeing, specifically for the research community

(including ECRs) and act on any areas where there are issues. Specific question set included in annual staff survey. 2020 Lockdown Pulse surveys outcomes related to health and wellbeing actions identified and implemented.

SMART MEASURE - Build on actions arising from the 2021 staff & CEDARS Survey, through focus groups of ECRs in relation to the findings. Baseline indicators need establishing. Compare with national benchmarks.

DEADLINE - September 2021

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

ACTION - Promote to ECRs and other researcher's university wellbeing resources and policies. Also promote the new Policy on Misconduct in Research which replaces the current Code of Practice for the Investigation of Allegations of Research Malpractice.

SMART MEASURE - 10% increase hits on the Research Misconduct pages of website by June 2022.
50% agree for CEDARS 2021 Survey question relating to awareness of appropriate support for reporting issues by June 2022.

DEADLINE - June 2022

RESPONSIBILITY

- Ethics, Integrity & Governance
Unit Research Managers
Faculty Directors of
Research School Research
Leads
Director of Research & Enterprise Service

Academic Development for Research & Enterprise (Training Coordinator)

ACTION - Use the CEDAR's survey to discover whether researchers (Including ECRs) feel that are able to have flexible working practices, and know how to report discrimination issues, bullying or harassment. Feedback findings at the School, Faculty and Institutional level. Using results of staff & CEDARS surveys discuss with the RDSG to determine university-wide actions, plans and implementation.

SMART MEASURE - 50% of ECRs/Researchers who agree on CEDARS question in relation to flexible working/awareness of discrimination policies by June 2022. 10% increase in 2023

DEADLINE - June 2022

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership & Development Manager)

Director of Research & Enterprise Service

ACTION - Continue to implement the early dispute resolution scheme and to raise manager awareness of the scheme options.

SMART MEASURE - Signpost & promotion to ECRs/Research Managers of the Early Dispute Resolution Scheme on the intranet pages and increase awareness on these resources by 10% by September 2021

DEADLINE - June 2022

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

EC14 - Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health.

ACTION - Highlight to research managers through the FRIECs the importance of colleagues undertaking Equality, Diversity, training including wellbeing & mental health, so they are able to support ECRs & researchers effectively.

SMART MEASURE - For 80% of research managers to be trained in Equality & Diversity, wellbeing, unconscious bias training in 2021, moving up to 90% by 2022. New EDI development plan in place by September 2021.

DEADLINE - June 2022

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise
ServicesHeads of School

ACTION - To participate and engage in available Leadership & Development Training

SMART MEASURE - 50% of research managers engage with leadership & development training.

DEADLINE - June 2022

RESPONSIBILITY

- Head of Research Governance & Ethics
UnitResearch Managers

Faculty Directors of Research

Director Research & Enterprise Service

Human Resources (Leadership and Development Manager)- -

ACTION - Expand Health Champions Network to include researchers from each professional network (ECR, Mid, Prof and Reader) - championing our ECR cohorts.

SMART MEASURE - 30% increase in awareness of Health Champions network in 2021 and 50% by 2022 assessed through discussion at networks.

DEADLINE - June 2022

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Academic Development for Research & Enterprise (Training Coordinator)

ACTION - The Appraisal workflow for researchers (including ECRs) will be finalised and discussed with appraisers, for promotion and implementation in 2021.

SMART MEASURE - Implement new appraisal workflow process for ECRs/Researchers/Research Managers by September 2021. 20% increase participation in appraisal by in 2022

DEADLINE - September 2021.

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Academic Development for Research & Enterprise (Training Coordinator) Director of Research & Enterprise Services

ACTION - The impact of good management and support for researchers (including ECRs) will be evident in the next all staff survey which is scheduled for January 2021.

SMART MEASURE - 50% of researchers (including ECRs) who agree on staff survey question in relation to good management & support for researchers. With a 10% increase in 2022, using CEDARS.

DEADLINE - June 2022.

RESPONSIBILITY

- **Human Resources (Leadership and Development Manager)**
Researcher Development Unit
Director of Research & Enterprise Services

EC15 - Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity.

ACTION - Continue face to face and online training sessions to ensure researchers (including ECRs) and their managers are aware of, and act in accordance with, the highest standards of research integrity and report back on a yearly basis with the data of how many staff have accessed these sessions. Those academics (including ECRs) supporting the review and approval of ethics application to be mentored and trained and participate in case study workshops to build knowledge and common understanding and application

SMART MEASURE - 80% ECRs/Researchers trained in research integrity by 2022. 80% ECRs/Researchers in supporting the review & approval of ethics applications by 2022

DEADLINE - June 2022

RESPONSIBILITY

- **Head of Ethics, Integrity & Governance Unit**
Director of Research & Enterprise Service

EC16 - Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices.

ACTION - To run the CEDAR's survey with our ECRs & other researchers to seek feedback around the research environment and culture within UCLan. Data will feed into research committees at department and faculty levels, who will then inform our ECRs and researcher community that we are using their feedback to improve institutional practices.

SMART MEASURE - 60% completion of CEDARS by researchers covered in this submission.
50% agree for CEDARS 2021 Survey question relating to the question around research environment & culture, increasing to 70% in 2023

DEADLINE - September 2021.

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator) Human Resources (Leadership & Development Manager)

Director of Research & Enterprise Service- -

ACTION - Run the full staff survey in January 2021 to our ECRs & our researcher community and publish results. Each academic area to hold activities to engage ECRs and other career stages of researchers in improvements to the research environment. - -Signpost ECRs/Researchers to access staff survey by April 2021.

SMART MEASURE - 60% staff survey completion in Schools by April 2021

DEADLINE - April 2021

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership & Development Manager) Director of Research & Enterprise Service

ACTION - Review activity in Faculties and Schools to identify good practice. For example, the work in the Faculty of LSBE where researchers come together to share what they are working to ensure all in the Faculty are aware of the research portfolio within the Faculty. Similarly, in the School of Pharmaceutical and Biomedical Sciences there is a Scientific Initiation Programme and a full PGR seminar series.

SMART MEASURE - Signpost ECRs/Researchers to access the CEDARS survey around research environment & culture, with 60% completion by September 2021.

DEADLINE - September 2021.

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
Director of Research & Enterprise Service
Faculty Directors of Research
Head of Impact and outputs Unit

Research Managers must section

ECM1 - Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.

ACTION - Research Managers to participate in mandatory training related to Equality, Diversity and Inclusion. Research Managers to implement learning from EDI training in their management practices.

SMART MEASURE - Monitor participant levels, 80% for 2021, and 90% for 2022. 2% for Bullying and Harassment responses in Staff surveys. 80% of research managers and leaders trained in EDI by 2022.

DEADLINE - June 2022

RESPONSIBILITY

- Human Resources (Leadership & Development Manager) Research Managers
Faculty Directors of Research
Director Research & Enterprise Service

ECM2 - Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct.-

ACTION - Research Managers to participate in Research Ethics & Integrity Training. Research Managers to implement learning from Research Ethics & Integrity Training.

SMART MEASURE - 80% of research staff to have undertaken research ethics training by 2022. -

DEADLINE - June 2022.

RESPONSIBILITY

- Head of Research Governance & Ethics Unit Research Managers
Faculty Directors of Research
Director Research & Enterprise Service

ECM3 - Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity.

ACTION - Research Managers to participate in development around supporting researcher's wellbeing and mental health. Research Managers to maintain awareness of wellbeing & mental health policies, and related policies and processes around addressing incidents of discrimination, bullying & harassment, and poor research integrity. Research Managers to implement learning around supporting researcher's wellbeing and mental health.

SMART MEASURE - Promote mental wellbeing resources and activities to research managers -70% in 2021 & 80% in 2022 of Research Managers undertaking development in wellbeing & mental health, bullying & harassment, discrimination, and poor research integrity. 80% being aware of policies and processes by 2021, & 90% in 2022.

DEADLINE - June 2022

RESPONSIBILITY

- Human Resources (Leadership Development Manager) Research Managers
Faculty Directors of Research
Director Research & Enterprise Service

ECM4 - Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers.

ACTION - Research Managers to maintain awareness of Flexible working policies and to implement flexible working and other family friendly policies as appropriate to support researchers. - -To monitor number of flexible working requests received/agreed. (RA/ECRs and UCLan wide)

SMART MEASURE - Staff Survey 2021 and 2022 Workload and work/life balance questions for Staff Survey to have improved by 10%.

DEADLINE - June 2022

RESPONSIBILITY

- **Human Resources (Leadership Development Manager)**

Research Managers

Faculty Directors of Research
Director Research & Enterprise Service

ECM5 - Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.

ACTION - Share CEDARS findings with Research Managers and identify actions at university and school level.

SMART MEASURE - Complete CEDARS and share results by September 2021.

DEADLINE - September 2021

RESPONSIBILITY

- Human Resources (Leadership Development Manager) Research Managers
Faculty Directors of Research
Head of Impact and Outputs Unit

Researchers must section

ECR1 - 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.

ACTION - Researchers to become members of Research Staff forums. To participate in Athena SWAN and other School based working groups and committees. Participate in CEDARS. - Monitor representation of researchers in research staff forums, Athena Swan and other school-based working groups & committees.

SMART MEASURE - Monitor at School and Faculty level. Report annually to the FRIECs. 60% completion of CEDARS by researchers covered in this submission.

DEADLINE - June 2022

RESPONSIBILITY

- **ECRs/Researchers**
Human Resources (Leadership Development
Manager)Director of Research Enterprise Service

ECR2 - Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion. -

ACTION - Researchers (including ECRs) to participate in mandatory training for research integrity and EDI. To Include in appraisal discussions. Researchers (including ECRs) to implement learning from research integrity and EDI training.

SMART MEASURE - 80% of ECRs/research staff undertaken research ethics training by 2022. 80% staff undertaken EDI training by 2022.

DEADLINE - June 2022.

RESPONSIBILITY

- **ECRs/Researchers**
Head of Research Governance & Ethics Unit
Director of Research Enterprise Service

ECR3 - Take positive action towards maintaining their wellbeing and mental health.

ACTION - Researchers (including ECRs) to maintain awareness of wellbeing policies and resources. Researchers (including ECRs) to Implement learning from wellbeing and mental health resources e.g. accessing services when needed.

SMART MEASURE - Signpost ECRs/Researchers to access CEDARS survey- 60% agree for CEDARS 2021 Survey question relating to awareness of wellbeing policies & resources, increasing to 70% in 2023.

DEADLINE - June 2022

RESPONSIBILITY

- **ECRs/Researchers**
Human Resources (Leadership & Development
Manager)Director Research & Enterprise Service

ECR4 - Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct.

ACTION - Researchers know how to report concerns. Monitor concerns and report to annually to University Research Committee.

DEADLINE - June-2022

RESPONSIBILITY

- ECRs/Researchers
School Research
Leads

Human Resources (Leadership & Development Manager)

Director Research & Enterprise Service- -

ECR5 - Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.

SMART MEASURE - Share findings from CEDARS with networks and Schools. Encourage action plan ideas and formation of action plans. Feed CEDARS actions into Concordat planning/review process and sub-strategy for Research and Enterprise and any subsequent updates.

DEADLINE - September 2021

RESPONSIBILITY

- ECRs/Researchers
School Research
Leads

Human Resources (Leadership & Development Manager)

Director Research & Enterprise Service

Academic Development for Research & Enterprise (Training Coordinator)-

EMPLOYMENT

INSTITUTIONS MUST

EI1 - To ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.

ACTION - Link the RDU Portal to the HR web pages which will have a specific section on there for research staff (including ECRs) where they can access the recruitment and selection policies and procedures.

SMART MEASURE - 10% increase in hits to new pages. 50% agree for CEDARS 2021 Survey question relating to awareness of useful of UCLan's recruitment & selection processes.

DEADLINE - Sep-21

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership & Development Manager)
Director of Research & Enterprise Service

ACTION - Research networks (including ECRs) to be used more effectively in sharing policy and practice information in relation to recruitment and selection practices for researchers.

SMART MEASURE - 10% increase in hits on the website, 50% agree for CEDARS 2021 Survey question relating to awareness of useful of UCLan

DEADLINE - Sep-21

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
Human Resources (Leadership & Development
Manager) Director of Research & Enterprise Service

ACTION - HR to deliver focussed learning to research managers raising the importance and awareness of open and transparent merit-based recruitment. To continually promote the active engagement of decision makers in unconscious bias training.

SMART MEASURE - 50% participation in recruitment training, 50% agreed with the CEDARS survey question relating to recruitment & selection processes.

DEADLINE - Jun-22

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

ACTION - Ensure recruitment & selection data from UCLan is mapped with Athena Swan actions, staff survey findings, & HR Excellence in Research Award actions regarding recruitment & selection processes. Monitor data on protected characteristics in recruitment and publish internally by June 2021.

SMART MEASURE - Identify and publish targets for EDI within UCLan and sector demographics by June 2021.

DEADLINE - Sep-21

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

EI2 - Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.

ACTION - Continue welcome events, local & school inductions for all new starters (including ECRs/Researchers), which details their employment policies and practices, setting out expectations and responsibilities for all UCLan colleagues. In addition to this, introduce in 2021 a welcome event specifically for researchers (ECRs/Researchers). This would enable ADRE to make all new researchers (ECRs/Researchers) aware of the Concordat, any policy & practice information relating to their roles, share information relating to ADRE, and also the work of The Research & Enterprise Service. To provide an opportunity for new researchers (ECRs/Researchers) to speak to staff from I&C, Professor & Readers, ECR, & Mid-Career groups as well. The events would be held reasonably close to after the individual has started to ensure they are assured research is important at UCLan and support is available. Enhance local induction guidance and make available online to all colleagues. This includes updating the 'Academic Induction Booklet'. Professional Services Directors to contribute an outline of their service and function for both academic & research colleagues (including ECRs), which can be included in induction activities.

SMART MEASURE - 50% participation in ECR network events, 10% improvement for CEDARS survey response to usefulness of inductions in 2022 survey

DEADLINE - Jun-22

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership & Development Manager)
Director of Research & Enterprise Service

ACTION - Continuation with engagement with the ECR/MCR/CPR groups. The future focus will be on building membership & engagement and providing these groups with what they need to know in relation to policies and practices relevant to their positions.

SMART MEASURE - 50% attendance in ECR events. 10% improvement for CEDARS survey response to usefulness of inductions.

DEADLINE - Jun-22

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
Director of Research & Enterprise Service

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.

ACTION - The new research strategy which will be consulted on in 2021 with ECR's & the research community, which discusses the need to recognise the 'hard to quantify' activities, the esteem factors of researchers such as editorial work, peer review work, professional body engagement, mentoring activity.

SMART MEASURE - Promotion criteria will reflect the strategy aims. Consultation completed and strategy published by September 2020

DEADLINE - Sep-20

RESPONSIBILITY

- Human Resources (Leadership & Development Manager)
Director of Research & Enterprise Service

ACTION - To continue with the progression pathways for professors and readers and provide data on how many new applications we support on a yearly basis.

SMART MEASURE - Publish application/success data regarding applications each year

DEADLINE - Jun-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - A new organisational strategy will contain high level 'people' objectives, with consultation from our ECR's and research community which will be shared in autumn 2020

SMART MEASURE - Consultation completed and strategy published by March 2021

DEADLINE - Jun-21

RESPONSIBILITY - Human Resources (Leadership & Development Manager)

Director of Research & Enterprise Service

ACTION -A review of the potential of an APA route for researchers to identify who the route is aimed at, and the potential to offer such a course.

SMART MEASURE -Review completed and findings implemented by September 2021

DEADLINE - Sep-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Ability to request a review of duties included in current grade position is provided on the

HR website.**SMART MEASURE** - HERA process is clearly outlining in career progression pages

by September 2020 **DEADLINE** -Sep-20

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Promotion procedures are clear and available on the internal HR website.

SMART MEASURE - The promotion route for researchers at UCLan and is clearly outlined on the career progression pages by September 2020

DEADLINE Sep-20

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Analyse workload allocation/distribution of allocated time for research, teaching, pastoral care, and management by gender and job role to create a more transparent and equitable environment (Athena Swan Action 5.1.8).

SMART MEASURE - Findings are shared with Researcher Development Steering Group as well as Athena Swan groups by September 2021

DEADLINE - Jun-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Set flexible working principles to apply in all areas to aid consistency. HR to systematically record flexible working requests.

SMART MEASURE - Active engagement of decision makers in unconscious bias training. HR to report % flexible working requests supported annually 90% of research managers completed unconscious bias training by June 2022.

DEADLINE - Jun-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

E14 - Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.

ACTION - The new academic structures from August 2020 require organisation development and support in order to succeed. Programmes are to be designed and delivered for Executive Deans, Heads of School, Deputy Heads/Faculty Directors of Research/School Research Leads and Principal Lecturers. These are the priority groups who have the biggest impact for research & academic colleague experience. A dedicated leadership programme for all research & academic managers has been designed and implemented with 80% participation rate for 2020. Participants agree that the content was co-designed to meet their needs.

SMART MEASURE - 50% of research leaders participating in leadership programmes by 2022. 10% improvement in line manager score in staff survey by 2022. 10% improvement for CEDARS questions related to line management 2021 & 2023.

DEADLINE - Jun-22

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership & Development Manager)
Director of Research & Enterprise Service

ACTION - Project management training opportunities are available and promoted to researchers. Project management training and development resources will be collated and promoted for access by all researchers, and indeed all colleagues.

SMART MEASURE - 50% participation of research managers in project management training. 10% improvement for CEDARS survey response to usefulness of project management training.

DEADLINE - Jun-22

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)
Human Resources (Leadership & Development Manager)
Director of Research & Enterprise Service

ACTION - From Autumn 2020, all schools will have a School Research Lead at Professoriate level. These roles will be able to work with the FDRs and HR but with also ECRs/Researchers to determine what level and type of support is required by researchers.

SMART MEASURE - 60% completion of CEDARS survey .50% agreed with the CEDARS survey question relating to line management support.

DEADLINE - Jun-22

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator) Human Resources (Leadership & Development Manager)

Director of Research & Enterprise Service

ACTION - The Appraisal workflow for researchers will be finalised and discussed with appraisers, for promotion and implementation in September 2021 round.

SMART MEASURE - 20% improvement in appraisal participation in staff survey 2022. 10% improvement for CEDARs questions related to appraisals year on year.

DEADLINE - Jun-22

RESPONSIBILITY -

- Academic Development for Research & Enterprise (Training Coordinator)

Human Resources (Leadership & Development Manager)

Director of Research & Enterprise Service

ACTION - The impact of good management and support for ECRs/researchers will be evident in the next staff survey & CEDARS which are scheduled for January 2021 & May 2021.

SMART MEASURE - 10% increase in responders agreeing the line managers lead well. 10% improvement for CEDARs questions related to line management year on year

DEADLINE - Jun-22

RESPONSIBILITY

- Academic Development for Research & Enterprise (Training Coordinator)

Human Resources (Leadership & Development Manager)

Director of Research & Enterprise Service

E15 - Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.

ACTION -The new organisational strategy is in development with consultation from ECR/researchers/Academic colleagues as this is written, which will be underpinned by refreshing the UCLan values and developing supportive leadership behaviours. UCLan values are refreshed to align with new strategy. 50% participation of ECRs in network events where strategy is discussed.

SMART MEASURE - 50% agreed with the CEDARS survey question relating to line management support.

DEADLINE -Sep-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Embedded within University strategy and the associated research strategy will be the importance of people and their support to achieve their research goals.

SMART MEASURE - Consultation completed and strategy published by March 2021

DEADLINE - Jun-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Revised appraisal scheme in place which is more than 'annual' and supports the new organisational strategy.

SMART MEASURE - New scheme in place by September 202. 20% increase in appraisal participation as reported in staff survey 2022

DEADLINE - Sep-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**

Director of Research & Enterprise Service

ACTION - A review of the potential of an APA route for researchers requires reconsideration to identify who the route is aimed at, and the potential to offer the course.

SMART MEASURE - 50% of researchers consulted by June 2021. Decision made by September 2021

DEADLINE - Sep-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**

Director of Research & Enterprise Service

ACTION - ECRs/Researchers have the ability to request a review of their current grade in light of required duties, all resources & information is provided on the HR website.

SMART MEASURE - 50% agree for CEDARS 2021 Survey question relating to awareness of career progression processes.

DEADLINE - Sep-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**

Director of Research & Enterprise Service

ACTION - Promotion procedures are clear and available on the internal HR website. It should be noted that if an employee is funded from external funding then they will be appointed at the agreed grade on a fixed term contract.

SMART MEASURE - 50% agree for CEDARS 2021 Survey question relating to awareness of useful of career progression processes.

DEADLINE - Sep-21

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**

Director of Research & Enterprise Service

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ACTION Analyse workload allocation/distribution of allocated time for research, teaching, pastoral care, and management by gender and job role to create a more transparent and equitable environment (Athena Swan Action 5.1.8).

SMART MEASURE - Findings are shared with Researcher Development Steering Group as well as Athena Swan groups by September 2022

DEADLINE - Sep-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

ACTION - Flexible working principles set to apply in all areas to aid consistency. HR to systematically record flexible working requests.

SMART MEASURE - 50% agree for CEDARS 2021 Survey question relating to awareness of useful of flexible working processes. HR to report % flexible working requests supported annually

DEADLINE -Jun-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

El6 - 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.

ACTION - ECRs/Researchers on fixed term contracts, will be contacted 3 months before the end of their current contract to discuss next steps and are placed on the redeployment register to ensure they have prior notification of all opportunities within the University, and are given the opportunity to apply. Those on the redeployment list are given priority for all vacancies at the same grade or lower. All fixed term contract requests are scrutinised by the finance business partner, the HR business partner and finally by a senior panel to determine need. Monitor the number of researchers who are transferred onto indefinite contracts in the regular review of fixed term contracts which takes place in HR. Establish resources and activities aimed at those on fixed term contracts. (ii) Everyone on a fixed term contract is offered the opportunity to meet with a career advisor and/ or a Senior Researcher to discuss next steps and opportunities. (ii) All those on fixed term contracts have access to the redeployment pool.

SMART MEASURE - All eligible ECRs/Researchers to move to open ended contracts as part of the regular review. HR to report on

numbers reviewed and changed annually to the university research committee

DEADLINE - Jun-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise Service

EI7 - Consider researchers and their managers as key stakeholders within the institution and providethem with formal oportunities to engage with relevant organisational policy and decision making.

ACTION - Use existing researcher networks to consult on policy, and UCU formal consultation procedures already in place.

SMART MEASURE - 20% increase on staff survey question regarding feeding their views upwards and being listened to.

DEADLINE -Jun-21

RESPONSIBILITY

- Human Resources (Leadership & Development Manager)
- **Managers of researchers must:**

MANAGERS OF RESEARCHERS MUST

EM1 - Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.

ACTION - Research Managers to participate in training related to Research Leadership Equality, Diversity and Inclusion, Recruitment & Selection, Unconscious Bias, Health & Safety and any other mandatory or specialised training required for their managerial role. Research Managers to implement learning from this training in their management practices

SMART MEASURE - 90% completion of mandatory training modules by 2022. 50% agree for CEDARS 2021 Survey question relating to

supportive line management for researchers.

DEADLINE -Jun-22

RESPONSIBILITY

- Research Managers
Human Resources (Leadership & Development Manager)
Faculty Directors of Research
Director Research & Enterprise Service

EM2 - Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding

ACTION - Discuss this requirement with HR and Grants and Funding Unit, and researcher networks to consider options. Decide how best to share and discuss the information that managers should be aware of and know how to access.

SMART MEASURE - 50% of Managers accessed or know how to access information by Sept 22 rising to 100% managers by July 22. Jan 2022; July 2022

DEADLINE - Jun-22

RESPONSIBILITY

- Research Managers
Human Resources (Leadership & Development Manager) Faculty Directors of Research
Director Research & Enterprise Service

EM3 - Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.

ACTION - Research Managers to participate in training related to Equality, Diversity and Inclusion, Recruitment & Selection, Unconscious Bias, Health & Safety and any other mandatory or specialised training required for their managerial role. Research Managers to implement learning from this training in their management practices.

SMART MEASURE - 90% completion of mandatory training modules by 2022. 50% agree for CEDARS 2021 Survey question relating to

supportive line management for researchers. Staff Survey results for career progression and workload for ECR's in line with other staff groups.

DEADLINE - Jun-22

RESPONSIBILITY

- Research Managers
Human Resources (Leadership & Development Manager)
Faculty Directors of Research
Director Research & Enterprise Service

EM4 - Actively engage in regular constructive performance management with their researchers.

ACTION - All research managers conduct appraisal discussions and apply the appraisal workflow regarding time allocation for research based on outputs.

SMART MEASURE - 90% of staff survey responders say they have had an appraisal discussion in the past twelve months.

DEADLINE - Jun-22

RESPONSIBILITY

- Research Managers
Human Resources (Leadership & Development Manager)
Faculty Directors of Research
Director Research & Enterprise Service

EM5 - Engage with opportunities to contribute to relevant policy development within their institution.

ACTION - ECRs/Researchers to become involved in School & Faculty & Institutional committees to enable them to contribute to policy on researcher development within the institution.

SMART MEASURE - Ensure there is representation from all research staff groups participating in School & Faculty & Institutional committees. Aiming for 50% participation initially, rising to 100% by July 2022. Monitor via annual reporting to FRIEC's from Heads of School, DoRs and School Research Leads.

DEADLINE - Sep-21

RESPONSIBILITY

- Research Managers
Faculty Directors of Research
Director Research & Enterprise Service
- **Researchers must:**

Researchers must

ER1 - Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.

ACTION - Ensure knowledge of and access to relevant policies and procedures are known as well as the understanding of their contract and funder if relevant.

SMART MEASURE - 50% agree with relevant CEDARs questions

DEADLINE - 2021/2022

RESPONSIBILITY

- Researchers
Research Managers
Human Resources (Leadership & Development
Manager) Faculty Directors of Research

ER2 - Understand their reporting obligations and responsibilities.

ACTION - ECRs/Researchers to ensure that they comply with UCLan reporting procedures, such as sickness absence, annual leave mandatory training etc.

SMART MEASURE - iTrent records all up to date.

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Research Managers
Faculty Directors of Research

ER3 - Positively engage with performance management discussions and reviews with their managers.

ACTION - ECRs/Researchers to ensure they undertake and record their appraisal discussions in line with UCLan requirements.

SMART MEASURE - 10% improvement for CEDARS survey results for Career progression and appraisal questions.

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Research Managers
Human Resources (Leadership & Development
Manager)Faculty Directors of Research

ER4 - Recognise and act on their role as key stakeholders within their institution and the wideracademic community.

ACTION - ECRs/Researchers to contribute towards the Research Culture (for example by participating in the research networks, speaking at events, becoming members of committees/forums, participation in the staff and CEDARS surveys).

SMART MEASURE - Ensure representation from all research staff groups participating in activities. Monitor via annual reporting to FRIEC's from Heads of School, DoRs and School Research Leaders. 60% of researchers participate in CEDARS.

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Research Managers
Faculty Directors of Research

Director Research & Enterprise Service
Academic Development for Research & Enterprise (Training Coordinator)

Professional & Career development

Institutions must

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.

ACTION - To gather feedback from ECRs/Researchers around the Concordat and the 10-day development allocation. Define what activities constitute professional development. Following feedback from ECRs and researchers, to introduce in 2021 guidance on a broad range of activities (such as mandatory training, research conference, school based training, participation in committees and forums, job shadowing, peer coaching, mentoring and Enterprise initiatives) that could be considered as part of the researchers own professional development plan. Make guidance available on the intranet.

SMART MEASURE - Promote the recording on itrent system, of all CPD by researchers in order to demonstrate the 10 days per year we are working towards. 50% of ECRs/Researchers record all their development in iTrent by September 2021. 50% of CEDARS responders achieving 10 days development by June 2022. 40% agree for CEDARS 2021 Survey question relating to awareness of development time.

DEADLINE - Jun-22

RESPONSIBILITY

- **Academic Development for Research & Enterprise (Training Coordinator)**
 - Director of Research & Enterprise Services
 - Human Resources (Leadership & Development Manager)
 - School Research Leads
 - Faculty Directors of Research

PCDI2 - Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.

ACTION - Undertake a post-appraisal survey of ECRs/Researchers to determine whether they consider they had a meaningful review of their career within the appraisal, and to enquire what else would be helpful. Next staff survey is to take place in January 2021, use the

data from this survey to assess impact of appraisal for researchers.

SMART MEASURE - Appraisal scheme to be refreshed in 2021 to tie more strongly to organisational strategy and enable team level objectives. 50% ECRs/Researchers agree in CEDARS 2021 Survey question relating to appraisals. Data from 2021 post appraisal survey with ECRs/Researchers around appraisals to feed into the refreshed appraisal programme going forward. 10% improvement for staff survey results for appraisal questions.

DEADLINE - Feb-22

RESPONSIBILITY - Human Resources (Leadership Development Manager)

Director of Research & Enterprise Service

PCDI3 - Ensure that researchers have access to professional advice on career management, across a breadth of careers.

ACTION - Utilise the research networks (including ECR network) to highlight the importance for researchers on accessing professional advice on career management and show casing the UCLan Careers Service at these events. Discuss the potential to run specific events for ECR/Researchers to explore opportunities both within and outside academia. Work to ensure iTrent can report on the career origins for new starters and leavers of the organisation. This data to feed into the FRIEC's to support career development programmes going forward.

SMART MEASURE - 10% improvement for CEDARS Survey 2021 results on career management questions. 10% improvement for Staff Survey 2021 results on career management questions. Decision on iTrent development required by September 2021

DEADLINE - Jun-22

RESPONSIBILITY

Academic Development for Research & Enterprise (Training Coordinator)

Human Resources (Leadership Development Manager)

PCDI4 - Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.

ACTION -Provide ECRs/Researchers with the opportunity to develop their research identity & leadership skills through supervising junior researchers/PhD students/joint authoring of research papers/attending & presenting at research conferences. Continue with the mentoring programme for researchers and providing support, training and guidance for this scheme. To conduct an evaluation into the programme to gain ECRs/Researchers views on whether the scheme should be expanded to include external based mentorship, group mentorship etc. Create specific researcher development and research identity/leadership awareness raising events for the ECRs/Researchers by targeting the research institutes and centres and presenting at these forums for ECRs/Researchers who may not be aware of developments in this area. Continue to use the RDU portal and blog as a platform for updates in relation to how researchers can develop their own research identities and resources to leadership development. Continue to raise awareness about research identity in our Academic Research Induction sessions.

SMART MEASURE - 10% improvement for CEDARS Survey 2021 results on career management questions.

DEADLINE - Jun-22

RESPONSIBILITY

- Director of Research & Enterprise Service
Faculty Directors of Research
School Research Leads

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.

ACTION - Explore the opportunity of a programme where researchers shadow externally those careers they aspire to. Continue with a wide range of masterclasses offered for researchers with external speakers from other sectors as appropriate. Promote access to the careers service which is available to all colleagues. Explore the broader application of the Senior Research Assistant role used in the Faculty of Health Wellbeing to enable those without a PhD to start a research career.

SMART MEASURE - Two learning activities per year draws on other sector career opportunities

DEADLINE - Jun-22

RESPONSIBILITY

- Director of Research & Enterprise Services
Academic Development for Research & Enterprise (Training Coordinator)

PCDI6 - Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.

ACTION - All ECRs/ researchers are encouraged to report their professional development activities within their appraisal documentation, and update on iTrent their personal learning activities. (The revised appraisal process maintains the existing focus on the wider career and personal development of the ECR/Researcher beyond their current research project, with their principal investigator or line manager) Any development requirements to be shared within their school for discussion with HR and ADRE to inform development and training requirements and to shape policy and practice.

SMART MEASURE - All researchers encouraged to use iTrent to record their development. 10% improvement for Staff Survey 2021 results on career management questions.

DEADLINE - Jun-22

RESPONSIBILITY

- **Human Resources (Leadership & Development Manager)**
Director of Research & Enterprise
ServicesURIC
FRIECs

Managers of researchers must:

PCDM1 - Engage in regular career development discussions with their researchers, including holding a career development review at least annually.

ACTION - Research Managers to undertake and record appraisal and career development plans in line with UCLan requirements. Research Managers to establish career development discussions as part of the appraisal process with ECRs/Researchers. Research Managers to support ECRs/Researchers to identify appropriate career development plans.

SMART MEASURE - 10% improvement for CEDARS survey results 2021 for Career development questions. 10% improvement for Staff Survey 2021 results on career development questions.

DEADLINE - Jun-22

RESPONSIBILITY

- **Research Managers**
Faculty Directors of
ResearchSchool Research
Leads

PCDM2 - Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.

ACTION - Research Managers to signpost/provide advice and support for ECRs/Researchers to access the Mentoring Programme for Researchers.

SMART MEASURE - Research Managers to provide advice/support/signposting for ECRs/Researchers to appropriate careers support, career development planning etc.
10% improvement for CEDARS survey results 2021 for Career options/progression questions. 10% improvement for Staff Survey 2021 results on Career options/progression questions.

DEADLINE - Jun-22

RESPONSIBILITY

- **Research Managers**
Faculty Directors of
ResearchSchool Research
Leads

PCDM3 - 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.

ACTION - Explain the requirement to all research managers and agree how to evidence this in the workload models for their area

SMART MEASURE - Workload models contain the required 10 days across all Schools by June 2022

DEADLINE - Jun-22

RESPONSIBILITY

- Research Managers
Faculty Directors of Research
School Research Leads

PCDM4 - 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.

ACTION - Ensure workload model contains at least 10 days CPD per year. The identified opportunities are outlines on the researcher development webpages as explained elsewhere in this document.

SMART MEASURE - 5% increase in Schools agreeing they get time for their development in the staff survey 2022

DEADLINE - Jun-22

RESPONSIBILITY

- **Research Managers**
Faculty Directors of
ResearchSchool Research
Leads

PCDM5 - Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.

ACTION - Research Managers to participate in leadership and management development. Research Managers to implement learning from this training in their management practices.

SMART MEASURE - 50% participation in existing leadership development by research managers. 10% increase in staff survey responses to line manager leads well question

DEADLINE - Jun-22

- **RESPONSIBILITY**
- Research Managers
Faculty Directors of
ResearchSchool Research
Leads
Human Resources (Leadership & Development Manager)
Director of Research & Enterprise Services
Academic Development for Research & Enterprise (Training Coordinator)

Researchers must:

PCDR1 - 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.

ACTION - Researchers actively engage in appraisal discussions and development plans, including recording their own CPD in iTrent 50% of ECRs/Researchers record all their development in iTrent by September 2021

SMART MEASURE - 50% of CEDARS responders achieving 10 days development by June 2022. 40% agree for CEDARS 2021 Survey question relating to awareness of development time.

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Human Resources (Leadership & Development
Manager) Director of Research & Enterprise Services

PCDR2 - Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.

ACTION - Ensure researchers are aware of the careers support service, mentoring schemes and all development opportunities through presentations at networks and through research centres. Establish baseline for mentoring scheme participation and report annually to the university research committee.

SMART MEASURE - All researchers have a CPD plan in place

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Human Resources (Leadership & Development Manager) Director of Research & Enterprise Services
Academic Development for Research & Enterprise (Training Coordinator)

PCDR3 - 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.

ACTION - Researchers to take responsibility for recording & reflecting on their appraisal and career development planning. Researchers use iTrent to record CPD activity, so it is all in one place for any job applications in future.

SMART MEASURE - 50% of ECRs/Researchers record all their development in iTrent by September 2021.

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Human Resources (Leadership & Development Manager) Director of Research & Enterprise Services
Academic Development for Research & Enterprise (Training Coordinator)

PCDR4 - Positively engage in career development reviews with their managers.

ACTION - Researchers to undertake and record their career development plans/appraisals in line with UCLan

requirements. **SMART MEASURE** - All researchers have a CPD plan in place. 20% increase in appraisal participation

by fixed term employees **DEADLINE** - Jun-22

RESPONSIBILITY

- **Researchers**
Human Resources (Leadership & Development Manager)

PCDR5 - Seek out, and engage with, opportunities to develop their research identity and broader leadership skills.

ACTION - Researchers to proactively identify and suggest opportunities such as conference attendance, writing of papers/journals, visits to other institutions. Researchers to participate in a range of development opportunities (for example mandatory training, development opportunities, school & faculty-based training, research & enterprise training and committees and forums.

SMART MEASURE - Researchers to update iTrent with CPD activity. 50% of CEDARS survey 2021 responders achieving 10 days.

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**
Human Resources (Leadership & Development Manager) Director of Research & Enterprise Services
Academic Development for Research & Enterprise (Training Coordinator)

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.

Researchers to proactively engage with university wide initiatives/training relating to knowledge exchange, policy development, public engagement and commercialisation.

SMART MEASURE - 50% of CEDARS survey 2021 responders achieving 10 days. 50% positive response in KEF awareness amongst researchers

DEADLINE - Jun-22

RESPONSIBILITY

- **Researchers**

Human Resources (Leadership & Development

Manager) Director of Research & Enterprise Services

Academic Development for Research & Enterprise (Training Coordinator)