

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

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Submission Information

HREiR Forward action plan template (2020)

RESPONSIBILITY

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

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 Objectivft.

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

(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)

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

Human Resources (Leadership and

Academic Development for

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 MEASU

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

Research Managers

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

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

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

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

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

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

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

numbers reviewed and changed annually to the university research committee

supportive line management for researchers.

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

Professional & Career development

Institutions must

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

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RESPONSIBILITY

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

PCDI6 -

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

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

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

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,

RESPONSIBILITY

- Researchers
Human Resources (Leadership & Development