

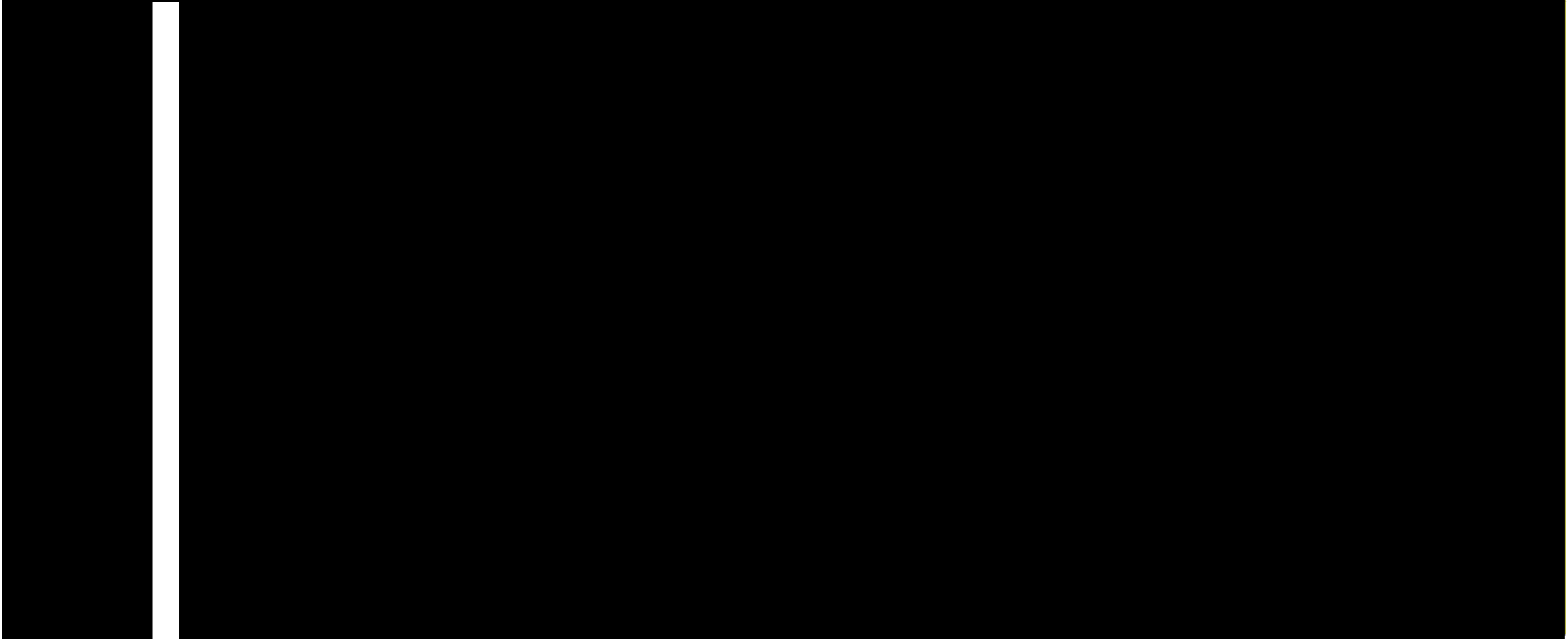
B3	Research managers participating in active performance management. This includes career development guidance and supervision	Research managers undertake researcher appraisals and have access to the full suite of Research related training provided by the Research and Innovation office via the internal Itrent training Database and regular circulars from relevant staff	Maintain current position	HR/All		The University as part of its recent re-structuring exercise has created College Directors of Research and Innovation for each of the five colleges - and this member of personnel will have a significant role to play in the mentoring and career development of researchers.	Training needs identified from the annual appraisal exercise and the interim appraisal exercise at the six month point are shared annually with training and development staff for researchers. In this way, they can be incorporated into the training programme for the forthcoming academic year. The next sharing of this information will be via the newly appointed Directors of Research and Innovation, with the Research Development and Support team, in October of 2016 and annually thereafter.

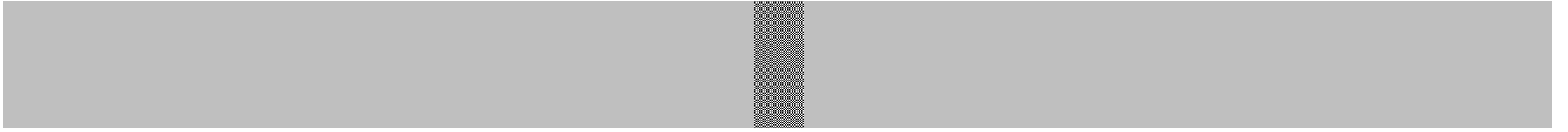
B3	<p>Research managers should be aware of, and understand, their responsibilities for the management of researchers. Training should be provided, including equality and diversity training, to achieve this. Consideration given to how research managers' performance in these areas is developed, assessed and rewarded.</p>	<p>A suite of management training support programmes is made available to Deans and senior members of staff with responsibility for management, including the University's mandatory Equality and Diversity Programme for managers which is provided with on-line access. Additionally, a one day Managers Workshop is being finalised in which E&D in addition to a range of other anticipated managerial activities is covered. A mandatory diversity in the workplace online programme is available for all staff</p>	<p>Maintain current position</p>	<p>HR/All Training providers</p>	<p>A range of provision helps research managers with their responsibilities, including training development programmes for Heads and College Directors of Research and Innovation, and delivery plan development and review activities. College Directors meet regularly with the Leadership and Development Manager and the Executive Director of Research to review their work in supporting research managers within their School - of which there are currently five in the new restructure.</p>	<p>Across the institution, meetings are being currently set up between the Executive Director of Research, HR Leadership and Development Manager and College Directors of Research and Innovation. It is planned that these meetings will be held once per semester as a minimum, and more frequently if required. The meetings will review the college's research workforce, their performance as well as opportunities for their CPD. The last meeting was held on 4th January 2016 and the next is scheduled for July 2016.</p>

B4	Organisational systems capable of supporting continuity of employment for researchers	The University offers redeployment to staff who have been in contract for the requisite period, with a dedicated redeployment website and priority access for those at risk of redeployment.	Maintain current position	HR		The University abides by the Fixed Term Employee Regulations. Furthermore, there is a paper currently being considered by the Executive team, which would make UCLan sector leading in terms of providing maximum stability for researchers. Additionally, the University continues to offer redeployment to staff who have been in contract for the requisite period, with a dedicated redeployment website and priority access for those at risk of redeployment.	FTCs for all staff employed in this manner are reviewed annually each summer, with the current review underway. If any opportunities to convert are spotted e.g. the work continuing beyond the period defined by the original fixed term contract, the contract will be converted to indefinite at that time. The University hopes to phase out the majority of FTCs wherever possible, and the percentage of staff on these at the University continues to drop - though acknowledges that these will remain for certain tasks that are of a limited period duration in nature.

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	<p>pay in accordance with procedures.</p>	<p>The University operates according to the National Pay Spine as per the rest of the HEI sector.</p>	<p>Maintain current HR position</p>		<p>Pay progression is as per the previous audit detail for 2013. Progression to Reader, Professor, or upgrade from Prof Level 1 to Prof Level 3 is conducted via an open call annually - and criteria are made available via internal mail out to all staff through the university weekly newsletter, and detailed on the University HR website</p>	<p>The responsibility for convening this process has moved as a result of the restructure, and is managed by the Executive Director of Research in conjunction with the VC and HR. A call has recently gone out, and the first round of meetings to review applications and</p>
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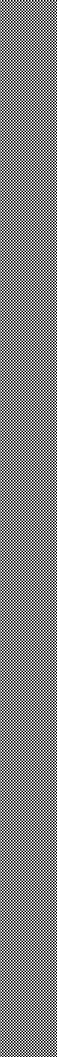


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Researchers have access to additional pay progression. Transparent promotion procedures

The University operates according to the National Pay Spine as per the rest of the HEI sector. All posts are advertised and all promotional opportunities processed via the normal recruitment and selection procedures.

Maintain current HR position



The University has established a three-stage professorial grade with clear criteria for progression, and an annual opportunity to progress. The stages also enable the University to match the training to the criteria for each stage which is being implemented at the current time.



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Clear career frameworks for early stage researchers outlined in organisational HR strategies

UCLan's HR strategy makes clear within its objectives its commitment to providing staff with a diverse range of staff development to ensure UCLan remains a sustainable and high performing institution through



B6

C1	<p>Career Development which is comparable to, and competitive with, other employment sectors</p>	<p>UCLan has a programme of research staff training from drop in sessions on bespoke topics to New Supervisor Training (4 days); Supervisor Refresher Training (1 day); the Researcher Toolkit (6 days); Research Leadership Training (6 days) and is in the process of developing a training programme for its Professoriate. This is in addition to a range of comprehensive training events run by HR and advertised via the ITrent central training Database.</p>	<p>Update the UCLan website with all details of staff training. These have been removed during the website overhaul and need re-instating. Develop and advertise the Professorial Programme in consultation with focus groups of members of the current professoriate and management/Deans</p>	<p>Research Development Manager/HR/Deans/Focus Groups (Professoriate)</p>		<p>The HR Itrent system has been updated, and details of all staff training are included within this facility. Furthermore the RIO Development Framework has been launched, a bespoke website offering a full range of practical training for researchers at each stage of their career. The university is currently enhancing career conversations/mentoring opportunities for individuals on a confidential basis, with qualified career staff to support them further in their professional development. This is in addition to attending the pre-existing range of career focussed group-workshop opportunities that are convened for both PGR students as well as staff. See rioframework.org.uk</p>	<p>The research development and support team, through their involvement with ARMA, UKCGE, Vitae, AfRE, UKRIO and other bodies, continually benchmark provision to ensure that what is current in the sector is reflected in University briefings and/or training. In terms of take up, the University reports on Learning Development days per employee, where HR measure the learning recorded on ITrent. This information would be shared with College Directors of Research and Innovation in order that they could inform the preparation of line manager appraisals for researchers, ensuring meaningful dialogues were held on the development undertaken by each. This will be re-introduced for the appraisal timetable 16/17</p>

C2	Development of transferable skills through embedded training	As C1				As C1. Additionally, it has been found that not all staff realise their potential "transferability". Consequently - a series of workshops is due for launch in 2015/16 which will be called "The Mobile Researcher" - and focus on helping staff to articulate what skills they a) have that are portable and b) what further skills development they may require
	Training, skills and competencies to carry out the funded project	Researcher Toolkit currently being				The University is also maximising on a tool developed by a member of staff called "Career Edge" which enables staff to engage in meaningful evaluations of their career development and in particular, transferrable skills. This is currently being rolled out through Colleges, and the roll out will continue into 2017/2018.
C3						

C3	Support to develop the communications and other professional skills to be effective researchers and highly-skilled professionals in other fields	New Supervisor Training provides full day on Effective communication techniques and full day on Coaching skills for communication. Both events available and accessible to other staff not currently performing at supervisory level, but aspiring to at some future point.	Maintain current position	Research Development Manager/HR		The New Supervisor Training Programme continues in high demand, and 6 cohorts are booked for completion during 2015/16. Communication skills continues to be a popular third day - and whilst Coaching has been removed as a compulsory day, it continues to be offered within the University and colleagues may elect, or not, to pursue it. In addition to this, a bespoke programme for Women in Science on communicating work to a public audience was held with extremely positive feedback and will likely be repeated. Please also refer to the detail in B6 above	The third day of the New Supervisor programme is to be extracted, and run in parallel with that programme, but delivered to researchers who may not as yet be looking to supervise. This will commence with the new training for researchers programme in September 2016, and evaluated with all training in June of 2017 to measure impact and effectiveness.
C4	Access to professional, independent advice on career management	Opportunities for personal development at the University are varied, providing a range of options to help staff plan, develop and progress their careers. Career Development Workshops and Secondment/Sabbaticals are examples of this in practice	Maintain current position	HR/Careers Advisors/Deans/RIO Training		Please refer to C1, C2 and C3 above - and C5 below	Please refer to C1, C2 and C3 above

C5	Clear systems that help researchers to plan their career development	See C4 above	Maintain current position	HR/Careers Advisors/Deans/RIO Training		<p>Please refer C1 above. Furthermore the Research Development and Support Team offers sessions delivered to large subject groups, or one to one with individuals, on mapping their experience against the RDF and highlighting where there may be gaps and opportunities. The RIO Development Framework also enables and supports this evaluation. The annual Appraisal scheme with a participation rate of c.98.2% is available to all staff.</p> <p>In terms of "how" to record research career development, the Vitae Planner was piloted, but was evaluated as unpopular with staff as considered labour intensive. Consequently, the Itrent system for CPD internally was adapted to allow staff to not only record pre-arranged session attendance i.e. sessions booked and advertised by the University - but also record conference attendance/personal CPD/other - as they wished. This now provides an invaluable tool for purposes of appraisal and development dialogues with line managers.</p>
C5	Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	See C4 above	Maintain current position	HR/Careers Advisors/Deans/RIO Training		<p>Please refer C1-4 above</p> <p>Please refer C1-4 above</p>

C6	<p>Research managers provide effective research environments for training and development of researchers, encouraging CPD</p> <p>Planned induction programme for researchers</p>	<p>The appraisal process provides the opportunity for researchers to flag to managers the skill development required for their current role. The research staff training programme is advertised via the staffing database ITrent, and includes the option to mark attendance as being required in response to appraisal requirements</p>	<p>Maintain current position</p>	<p>Research Managers/Deans/HR</p>	<p>The University Intranet notes and encourages staff and their managers to have 1:1s regularly, not just at the point of annual appraisal - and there is guidance on the same intranet on best practices for productively achieving this. Many options are always available for development, such as job shadowing, mentoring and coaching. Bespoke training rooms have now been developed for the training of research staff, and investment has been made in qualified researcher developers, trainers, and a focus on the value for researchers of networking opportunities and peer-to-peer learning and development.</p>	<p>The focus group looking at the RIO framework includes active researchers and Directors of Research and Innovation, amongst other colleagues and it is hoped that the development of identified pathways for research careers will further facilitate access , and further enhance take up. This will be reviewed during the period January -June 2017 - refer above for detail.(B6 - 3)</p>
C6						

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C13

Researchers should have input to policy and practice through appropriate representation at staff meetings and management committees

Researchers at all levels participate in decision making committees and policy formation at UCLan through formal and informal representation. These staff groups, meetings and committees are held at every level, and new Research and Innovation Committees at College and University level have



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D4 Researchers should be aware that the skills and achievements required to move on from research position may not be the same as the skills and achievements which they displayed to reach that position

The staff development webpages show skills required at each level of research position, so staff can plan their CPD towards their next position. The 'mobile researcher' workshops help staff understand their transferable skills, which may differ from one post to another.

D5 Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development

Researchers are provided with a range of opportunities to undertake the research training available in house, and encouraged to publish and conference externally. Statistics provided by the internal training team enable Deans to measure the level of activity of their staff and address via appraisal.

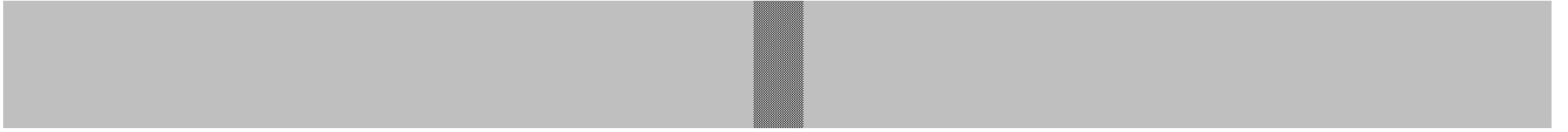
Maintain current position

Directorate; Deans; Professoriate Group members

As above, Researchers are well furnished with a range of activities to develop their research portfolio. The re introduction of the measurement of individual learning days (see above) will measure the extent to which this is being operationalised effectively, and where there are deficits, these will be addressed via appraisal.

Measurement of individual learning days - and reports made available to Directors of Research and Innovation for the appraisal

D6	Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	As B3 Appraisal - above	Maintain current position	All			



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Account taken of researchers personal circumstances. Change policies or practices that directly or indirectly disadvantage such groups

As above for E4

Maintain current position

All

The appraisal process includes questions on

E6&8



	Undertake regular review of progress in implementing the principles of the Concordat via a Steering Group	The CIG (Concordat Implementation Group) continues, though its original membership has altered to reflect the retirement of original members of staff where applicable. Membership is representative of all offices with responsibility for the on-going and forward thinking development of researchers.	Maintain current position	CIG/All		The review and evaluation of training throughout each year is carried out in a significant variety of ways. Individual evaluations post-each training event; focus groups with staff and students on a regular basis; evaluations via the PGR forum; evaluations via Research Degree Tutors via the Annual Monitoring process; contributions from PGR students via the PhD society; feedback from the Athena Swan SAT; reports to the University Academic Board; and in addition to these formal mechanisms, a readiness to accept individual or group feedback at any point throughout the year.	Since the introduction of College Directors of Research and Innovation, and College Research Integrity Committees, reporting has now been expanded to include these. Independent evaluations by the DRIO will also be undertaken, using access to Itrent staff records as mentioned previously in this update report.