

The Concordat to Support the Career Development of Researchers

NTU Action Plan 2017-19 – development and implementation plan

The Valuing Ideas theme of NTU's Strategic Plan (2015-2020) is focussed on research and scholarship and with the following ambition:

'We possess strong relationships and robust processes that enable discovery, drive innovation, and change the world, our students, and ourselves. They promote our disciplinary breadth, our intellectual depth, and our commitment to working across boundaries'.

The NTU Strategy Board through the Valuing Ideas Programme Board has commissioned activities and milestones to deliver the vision and strategy and is overseen by the University Board of Governors.

The main approaches that we are adopting in order to achieve this ambition are:

- To implement a robust strategy to expand our research excellence and further our capability and capacity to be a valued partner in projects of high commercial and public salience – this includes investing in new academic and professional services roles with researcher and research development responsibilities at their core.
- To invest to sustain outstanding scholarship across all of our provision and continue to expand demonstrable ways in which research, scholarship, and innovation underpin our curricula.
- To develop and nurture the next generation of researchers – which spans our entire researcher base from research students through to Distinguished Professor and including Research Assistants, Research Fellows and Senior Research Fellows. In a related initiative we have also committed to apply for an institutional Athena SWAN Bronze Award, under the new expanded framework, by April 2017.

These institutional commitments, underpinned by relevant investments, evidence our enhanced commitment to further developing all our research active staff and to enhancing our appeal as a university serious about research and where researchers can grow, develop and sustain their careers.

By 2019, through implementation of this Action Plan, we expect to see:

1. Submission of NTU institutional level Bronze Athena SWAN award by 2017/18, aiming for recognition in the same academic year. Preparation and submission of two Bronze Athena SWAN awards at academic application discipline department level by 2019/20.
2. Enhanced professional development resources to support researchers and their line managers through creation of an NTU Researcher Development Framework by September 2017, overseen by the NTU Valuing Ideas Programme Board.
3. Enhanced support networks for researchers, initially through regular 'Town Hall' style events and focus group meetings.
4. Recruitment of new School Concordat Champions by December 2017 with allocated workload management time leading to enhanced engagement of Academic Schools with Concordat Management Group activities.
5. A widening pool of applicants for research positions at NTU through regular benchmarking of sector remuneration to remain competitive and regular review of NTU's research environment.
6. Improved data on, and support for, career progression of researchers through specification of an improved HR system by the end of 2017 which will be implemented by 2020.
7. Improved support for research impact development through active partnership development with a range of centres of academic, business, professional and civic excellence.

For further information on the Concordat at NTU please contact [Fiona McKerlie](#)

A guide to the abbreviations used in this document is provided on the final page.

	Concordat Principle	Action To be taken	Deliverable	Owner	Timescale	2019 Success Indicators	Review Status 2019
A	Principle 1: Recruitment and Selection Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.	We will review the Open, Transparent and Merit based Recruitment of Researchers (OTM-R) checklist.	Assessment of current recruitment practice: HR Recruitment Manager to complete a review against the standard and provide a proposal to the Research Concordat Management Group for consideration and discussion.	HR Recruitment Manager	Full scale review commencing in 2017.	This gap analysis will be incorporated in the wider review of recruitment processes being undertaken at NTU. Relevant opportunities to feature on EURAXESS jobs to maximise European reach.	
		Deliver a bespoke package of career development activity to enhance employment offer for Researchers.	Bespoke annual series comprising three career development workshops on employability for Researchers within the next three years.	Researcher Development Manager, supported by HR, Centre for Learning and Development, PIs, Associate Deans for Research, Concordat Champions	February 2019	Increased engagement of researchers with developmental opportunities. As measured by attendance figures at workshops and meaningful measures such as feedback via focus groups and CROS and PIRLS data.	

			Pay and reward are benchmarked and reviewed annually to ensure highly competitive rates of pay attract the best staff.	HR, Associate Deans for Research	Annually by April.	<p>Monitor effectiveness through average number of applications for vacant posts and through exit interviews.</p> <p>To increase the year-on-year average number of applications per academic vacancy as measured by NTU's HR KPIs from an average of 9 in September 2016.</p>	
		HR to monitor Researcher participation in formal Corporate induction across all Schools.	Review consistency of induction process for researchers leading to enhanced engagement and participation.	Concordat Management Group.	February 2019.	As measured by increased participation and satisfaction via CROS/PIRLS survey in induction process across all Schools and by gathering feedback at induction sessions for all attendees.	
		Following the launch of the new induction programme for Researchers and Line Managers of Researchers we will obtain feedback on the	Concordat Management Group to review anonymised new starter survey results for Researchers to look for improved developmental opportunities.	Concordat Management Group.	Review annually in October 2017 and October 2018.	Increasing engagement with induction and measure of positive feedback over the review period as measured by CROS and PIRLS feedback.	

		new induction process.					
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B	Principle 2: Recognition and Value: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world class research.	Support increased participation in the new Induction Programme by Researchers and the Line Managers of Researchers.	Concordat Management Group to review anonymised new starter survey results for Researchers.	Concordat Management Group, HR	Review annually at October 2017 and October 2018	Concordat Management Group in possession of data/intelligence on the participation rates of researchers in the Induction process leading to better informed decisions.	
		Celebrate excellent contribution to research of NTU research staff.	Establish the Vice-Chancellor's Researcher Awards to formally celebrate excellent research.	Senior Vice Chancellor and Pro Vice-Chancellor for Research, supported by Associate Deans for Research, Concordat Champions.	March 2017	Establish Annual Researcher Awards with high number of quality applications. All awardees will be honoured publicly.	
		Monitor and support Researchers Participation in	Concordat Management Group to review.	Concordat Management Group, HR	Review annually in October 2017	Increase in year on year participation rates of Researchers in the Appraisal (PDCR) process	

		the annual Appraisal (PDCR) process.			and October 2018.	benchmarked against 2016 figures. Increase in overall satisfaction with the Appraisal (PDCR) process as measured by CROS data .	
		Work with Schools to identify more opportunities for researchers to present their work and have appropriate representation at School and Institutional level (e.g. School Research Conferences and Committees). Use Town Hall meeting network to create discussion and gain feedback.	Increased participation of researchers within the research environment, including appropriate School committee representation.	School Concordat Champions.	November 2017	Increase in associated satisfaction levels as monitored by CROS data in relation to 'value' of this group. Increased representation on School committees by 2019, benchmarked against 2016 figures.	
		Promote increased number of Researchers being nominated for remuneration	Increased awareness of contribution awards and sources of	Deans, Concordat Management Group, School Concordat Champions.	Review annually in April 2017 and April 2018.	Increased number of Researchers being nominated for remuneration awards as benchmarked against 2016 figures.	

		awards (NTU contribution awards) as part of the NTU appraisal (PDCR) process.	funding for eligible staff.				
		Offer all researchers the opportunity to complete exit surveys and develop annual review process by Concordat Management Group.	Feedback on researchers experience at NTU to inform future Concordat Management Group strategy following annual review process.	HR, Concordat Management Group.	Review annually in June 2017 and in June 2018	Annual Concordat Management Group review of data informs Concordat Management Group future strategy	
		Concordat Management Group to receive reports from Athena SWAN sub-group.	Feedback on researchers' experience at NTU to inform future Concordat Management Group strategy following annual review process.	Athena SWAN Self-Assessment Team Chair.	Review annually in October 2017 and October 2018.	Annual Concordat Management Group review of data informs Concordat Management Group future strategy.	

	diverse, mobile, global research environment	appropriate resources.					
		Utilise School Research Plans and regular Town Hall meeting feedback as a source to support annual review and update of Researcher Development Gateway contents. Focus groups to garner feedback from researchers.	Continual informed development of Researcher Development Gateway as resource for academic and research staff and Doctoral students.	Centre for Professional Learning and Development.	June 2017 June 2018	Evidence of annual review and resulting enhancement of Researcher Development Gateway.	
		Promote the NTU Mentoring Framework in Schools with a view to better supporting career researchers. Schools Associate Deans for Research and Professoriate now have a clearly	Enhanced opportunity for researchers to share career experiences to inform their own development.	Associate Deans for Research, Centre for Professional Learning and Development, HR	Promote via Associate Deans for Research and Town Hall meetings and appropriate communication to researchers.	Increase in mentoring activity and 'pairings' across all Schools, benchmarked against 2016 levels.	

		articulated task of providing mentoring in Schools.					
		Develop resources to articulate the possible career pathways for researchers to include guest speakers from Researchers at Town Hall meetings (Career Case Studies) and the typical attributes, knowledge and skills required for these (mapped to Researcher Development Framework).	Career case studies available.	Centre for Professional Learning and Development.	July 2017	Launch of career 'Case Studies' as a resource.	
		Review value of case studies through feedback from researchers.	Seek feedback and review	Centre for Professional Learning and Development.	July 2018	Feedback obtained and reviewed, informing development.	

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D	Principle 4: The importance of researchers personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.	Enhance link from Schools and researchers to Concordat Management Group.	Create and implement a new role of School Concordat Champions to ensure formal links between Concordat Management Group and School researchers.	Concordat Management Group, Academic Schools	June 2017	School Concordat Champions to be in place in 2017	
			Communications strategy for promotion of career development opportunities, in collaboration with other appropriate NTU stakeholders to be implemented.	Centre for Professional Learning and Development, NTU Research Office, Careers Service, International Office, HR	Spring 2018	Evidence of regular dissemination of Concordat Management Group activity through regular Town Hall meetings, and engagement in appropriate committees at School level.	
		Increased engagement with Researcher Development Gateway.	Promote within the annual Appraisal process.	School Concordat Champions, Centre for Professional Learning and	Annual Review.	Increase in utilisation rates of Researcher Development Gateway resources within NTU's Virtual Learning Environment (NOW Portal), across the review period,	

				Development, HR.		benchmarked to 2016 figures.	
		Concordat Management Group receiving annual reports on how School Research Plans aim to support researcher development.	School Research Plans to include information on career development activities for researchers.	Associate Deans for Research.	Linked to annual School Research Plan cycle. Report to Concordat Management Group in June 2017 and June 2018.	Annual report submitted to Concordat Management Group highlighting aspects of School Research Plans relevant to researcher development.	
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E	Principle 5: Individual researchers share the responsibility for and need to proactively engage in their own	Termly Town Hall meetings to be held with researchers and their line-managers.	Raising awareness, providing update on latest researcher development initiatives and to tie-in to	Concordat Management Group, Centre for Continuing Professional Learning and Development, HR.	Termly throughout 2017 and 2018. Reviewed in 2019 for effectiveness and increased engagement.	Evidence that research staff have increasing awareness concerning the resources and initiatives available for support of their career development as measured through review of CROS data and increasing attendance at	

	personal and career development, and lifelong learning		Appraisal (PDCR).			<p>Town Hall meetings throughout 2017/18.</p> <p>Concordat Management Group in possession of data/intelligence on the participation of researchers in the Appraisal (PDCR) process and their overall experiences at NTU, through (e.g.) analysis and comparison of CROS data. Participation rates for Appraisal to increase across the review period.</p>	
	Concordat Principle	Action To be taken	Deliverable	Owner	Timescale	2019 Success Indicators	Review Status 2019
F	Principle 6: Diversity and equality must be promoted in all aspects of the recruitment	Widen the pool of available talent for research employment opportunities.	Use EURAXESS to advertise all relevant roles for researchers.	HR, Concordat Management Group.	From March 2017.	All researcher roles advertised on EURAXESS.	

	and career management of researchers.	Promote appropriate training, resources and development opportunities for relevant NTU staff (e.g. line managers of researchers, interview panels).	Unconscious bias training for all staff involved in recruitment and selection NTU Interview Panel composition guidance to be promoted.	HR, Concordat Management Group. Dual membership of committees ensures that monitoring information is shared between Athena SWAN Self-Assessment Team and Concordat Management Group.	Initiated in 2016. Review effectiveness in October 2017 and October 2018.	Increased awareness of, and participation of NTU staff in relevant training initiatives as measured by comparison of CROS and PIRLS data and appropriate event attendance data.	
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G	Principle 7: The sector and all stakeholders will undertake regular and	NTU Concordat Management Group to continue to meet a minimum of three times each year.	Concordat Management Group to discuss and formulate action plans including NTU's participation in	Concordat Management Group.	Throughout 2017/2018	Regular meetings of Concordat Management Group as evidenced by meetings schedule and minutes.	

	collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.	Membership, terms of reference and main standing agenda items for the year to be set out during the November 2017 and 2018 meetings.	the next CROS and PIRLS exercise.			Continued progress of actions and activities in support of the career development of NTU research staff.	
		Concordat Management Group to continue to present regular reports to University Research Committee and School Execs. University Research Committee will retain oversight of Concordat Management Group activity, including CROS and PIRLS.	Concordat Management Group to disseminate minutes to appropriate committees.	Concordat Management Group.	Following each Concordat Management Group meeting	Concordat Management Group reports tabled and discussed regularly at relevant University committees and fora.	
		Concordat Management Group to develop strategies to	Concordat Management Group to analyse information and	Concordat Management Group will retain annual	As appropriate throughout 2017/18	Increased NTU-wide participation in CROS and PIRLS, surveys.	

		ensure engagement with and feedback from researchers in Schools through School Concordat Champions.	use to inform strategy.	oversight of Concordat-related activities and is empowered to intervene to address any issues identified through active review of management information. Membership of the group ensures research staff requirements are fed into specifications for new HR System and Research Information Management System.		Data analysis and reports to inform future developments	
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Guide to the abbreviations used in this document	
Appraisal (PDCR)	The former Performance Development Contribution Review has been recast as the Appraisal process
Athena SWAN	Gender equality initiative managed by the Equality Challenge Unit
CPD	Continuing professional development
CROS	Careers in Research Online Survey

E&D	Equality and Diversity
HR	Human Resources
NTU	Nottingham Trent University
PIRLS	Principal Investigators and Research Leaders Survey
PI	Principal Investigator

Key Contacts	
Senior Pro Vice-Chancellor and Pro Vice-Chancellor, Research; Athena SWAN Self-Assessment Chair	Prof. Yvonne Barnett
HR	Clare Wells, Sarah Bailey
Centre for Continuing Professional Learning and Development	Dr Lindsay Davies
Concordat Management Group Chair	Fiona McKerlie from January 2017
Former Concordat Group Management Chairs	Prof. Thom Baguley, Dr Stephanie Walker, Prof. Steve Allin
Equality, Diversity and Inclusion	Dr Angie Pears