

## **The Concordat to Support the Career Development of Researchers**

### **Nottingham Trent University Concordat Action Plan 2013-2017: Two year review and update**

This document provides an internal two-year review and update of Nottingham Trent University's Concordat Action Plan. The University gained its HR Excellence in Research Award in January 2013. The work undertaken in preparation for applying for this award and work on-going since the award was granted, provides a measure of our commitment to improving working conditions and career development for our research staff.

The University's Concordat Management Group (CMG) was established in late 2012 to oversee all activities relating to implementation and monitoring of processes concerned with the Concordat, including this internal review. The CMG is comprised of the Pro-Vice Chancellor for Research, the Associate Deans for Research (ADRs; acting as rotating Chairs for CMG), cross-University representation from research staff (both career researchers and senior academic researchers who manage career researchers) and representation from all Professional Services involved in researcher management and development, (i.e. Centre for Professional Learning and Development (CPLD), Human Resources (HR) and Equality and Diversity (E&D)). CMG reports to the University Research Committee via the current ADR Chair.

Ongoing updates and review of the Concordat Action Plan have been discussed by all members of CMG at each meeting since its establishment in 2012 and this document provides an overview of achievements and progress made against that Action Plan.

## Nottingham Trent University (NTU) Concordat Implementation Action Plan Timeline

The Action Plan Timeline presented on the following pages represents an overview of NTU's ongoing commitment to embedding principles of the Concordat to Support the Career Development of Researchers within our structures and processes. Action Plan Timeline is structured around ten key actions (A-J) which are mapped to the relevant Concordat principles and provides details of the activities, their timescales and owners. For further information on the Concordat at NTU please contact [Dr Stephanie Walker](#)

A guide to the abbreviations used in this document is provided on page 14.

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>A</b>	<b>Produce and implement resources to inform the recruitment and selection of research staff in line with the NTU implementation of the Concordat:</b>	<b>Principle 1</b>		
	<ul style="list-style-type: none"> <li>Introduce the use of open-ended contracts with dependency for Researchers.</li> </ul> <p><i>Following legislative changes on employment rights and collective consultation, it was decided that where appropriate the use of fixed term contracts would be limited.</i></p> <p><i>Since September 2014 a fixed term contract is offered for less than two years and if the contract is over two years an open-ended contract with a known dependency is used. This change is contained in the Management Guidance on Contracts of Employment found here</i>  <a href="https://portal.ntu.ac.uk/relations_reward/policies_procedures/management_guidance_notes/Pages/index.aspx">https://portal.ntu.ac.uk/relations_reward/policies_procedures/management_guidance_notes/Pages/index.aspx</a></p> <p><i>How NTU contracts with Researchers is now part of a new 2015 wider Corporate HR review of employment contracts and the review will be in line with the Recruitment and Selection Principle 1 of the Concordat to support the Career Development of Researchers.</i></p>		Timeline: 12/2012- 05/2013  <b>Completed</b>	HR

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
A	<ul style="list-style-type: none"> <li>Ensure principles and requirements of Concordat are transferred into the new e-recruitment system.</li> </ul> <p><i>The new Jobtrain e-recruitment system went live for HR in December 2013 and to the Recruiting Managers on 31 March 2014 and is in line with Recruitment and Selection Principal 1 of the Concordat to Support the Career Development of Researchers. The Jobtrain e-recruitment system underwent an Impact assessment. The link to new e-recruitment system vacancy page can be found at: <a href="http://www.ntu.ac.uk/human_resources/job_vacancies/">http://www.ntu.ac.uk/human_resources/job_vacancies/</a></i></p>		Timeline: 03/2012-09/2013  <b>Completed</b>	HR
	<ul style="list-style-type: none"> <li>Review use of internal vacancies for Researchers.</li> </ul> <p><i>There is currently no policy guidance about priority advertising, it is determined by the recruiting Manager following guidance from the local HR Team.</i></p> <p><i>If a Manager states that they want to recruit a new Researcher, HR will check the redeployment register. If there is no one on the register they will speak to the Manager about recruitment. If the Manager already has a PhD student in mind as they need a very specific skills set, they will advertise internally only, otherwise they will advertise both internally and externally concurrently. (Anyone who has an NTU username and password can apply for internal vacancies and this includes students and Agency staff.)</i></p>		Timeline: 01/2013-07/2014  <b>Completed</b>	HR
	<ul style="list-style-type: none"> <li>Review and update Recruitment and Selection Policy and Managers' Guide.</li> </ul> <p><i>The Recruitment and Selection Policy is currently being developed in line with the principles of the Concordat to Support the Career Development of Researchers. The Guidance is near completion and will shortly be submitted to HR Managers and the Associate Dean for Research for comment. The draft policy will then be forwarded to the Employee Information and Consultation Forum and the Heads' Forum for further feedback.</i></p>		Timeline: Completed by end 06/2015  <b>Included in updated Action Plan</b>	HR

	Action and Review	Concordat reference	Progress	Owner
B	<b>Design and implement training, guidance and resources for managers of researchers to support the induction, management and development of research staff:</b>	<b>Principles 2.3, 3.6</b>		
	<ul style="list-style-type: none"> <li>Review redeployment policy to ensure full compliance with the Research Concordat. <i>The updated <u>Redeployment Policy</u> was published on Staffnet Portal 27.08.13. Research staff have parity of treatment with other staff.</i></li> </ul>		Timeline: 10/2012-05/2013 <b>Completed</b>	HR
	<ul style="list-style-type: none"> <li>Design and implement a specific induction for Line Managers of Researchers.  <i>CPLD has created an online resource 'Induction Support – Resources for All Staff' on the NOW virtual learning environment. This learning room contains updated guidance and resources for all new staff and their line managers at NTU. On the landing page a section for 'New Researchers' is clearly highlighted and this contains information and resources relevant to research staff including materials on the Concordat to Support the Career Development of Researchers and Vitae. Link: <a href="https://now.ntu.ac.uk/d2l/le/content/130812/Home?itemIdentifier=D2L.LE.Content.ContentObject.ModuleCO-1213934">https://now.ntu.ac.uk/d2l/le/content/130812/Home?itemIdentifier=D2L.LE.Content.ContentObject.ModuleCO-1213934</a> CPLD will produce an FAQ guide for line managers of research staff which will provide orientation to key materials, policies and procedures along with an audit exercise to identify relevant actions</i></li> </ul>		Timeline: 09/2013-09/2014  <i>To be completed by 11/2015: see updated Action Plan</i>	CPLD/HR
	<ul style="list-style-type: none"> <li>Introduce mid-year PDCR reviews for Researchers.  <i>On 1 July 2013 an interim 6 months review meeting was introduced to the <u>PDCR Policy and Procedure and Staff Guidelines</u> and the <u>PDCR Management Guidelines</u> (previously there was an annual PDCR)</i></li> </ul>		<b>Completed</b>	HR
	<ul style="list-style-type: none"> <li>Design and implement researcher career development training for the Line Managers of Researchers.  <i>This is to be included in the new induction resources for line managers (see above) rather than face-to-face 'training'.</i></li> </ul>		Timeline: 01/2014-09/2014 <i>To be completed by 06/2015: see updated Action Plan</i>	CPLD

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
C	<b>Produce and disseminate resources presenting typical career journeys both within NTU and within the wider context of researcher careers:</b>	<b>Principles 2.6, 4.10</b>		
	<ul style="list-style-type: none"> <li>Liaise with Vitae to identify relevant resources and support.</li> </ul> <p><i>We have produced a list of Vitae resources etc., which can be circulated to researchers and is ready to inform the review action listed below – this will be updated with the new Vitae website links by end 01/15</i></p>		Timeline: 01/2013-06/2014  <i>Completed: updated action included in the Action Plan for 2015-2017</i>	CPLD
	<ul style="list-style-type: none"> <li>Undertake review of NTU career pathways and produce guidance resources with reference to Vitae materials.</li> </ul> <p><i>Due to staffing resources within CPLD, progression on this item is currently behind its original expected target deadline. This issue is under discussion and review with the Pro-Vice Chancellor for Research and we will put a new timeline in place for our updated Action Plan</i></p>		Timeline: 03/2013-09/2013  <i>To be completed by 11/2015 – included in the Action Plan for 2015-2017</i>	CPLD

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>D</b>	<b>Develop and disseminate career and professional development opportunities relating to research:</b>	<b>Principles 3.1, 3.3, 3.5-6, 3.9, 4.11-13</b>		
	<ul style="list-style-type: none"> <li>Incorporate appropriate development activities into the NTU Researcher CPD Tool (RCPD Tool) and circulate for annual review cycle.</li> </ul> <p><i>CPLD has developed the Researcher Development Gateway (RDG) which is an online tool within the NOW virtual learning environment that replaces the paper RCPD Tool. The RDG went live in September 2014 with the initial promotion focusing on postgraduate research students. The roll out for staff is scheduled for Spring 2015.</i></p>		Timeline 01/2012-04/2012  <i>Completed: update on RDG roll-out included in the Action Plan for 2015-2017</i>	CPLD
	<ul style="list-style-type: none"> <li>Implement update and dissemination of RCPD Tool twice per year in line with annual and mid-term reviews.</li> </ul> <p><i>The RDG has replaced the paper RCPD Tool and this is continually updated with current information on development opportunities.</i></p>		04/2012-  <i>Completed for 2012-2014</i>  <i>See updated Action Plan for continued updates and review</i>	CPLD
	<ul style="list-style-type: none"> <li>Secure Senior Management Team approval for the RCPD Tool.</li> </ul> <p><i>SMT's approval secured.</i></p>		Timeline: 10/2012  <i>Completed</i>	ADRs/CPLD

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
D	<ul style="list-style-type: none"> <li>Embed mentoring as a professional and career development activity for all research staff and line managers of research staff.</li> </ul> <p><i>CPLD developed the NTU Mentoring Framework in 2013 to support locally managed mentoring schemes. The Framework was piloted and evaluated via an NTU-wide scheme supporting pedagogic research prior to the REF. The School of Social Sciences has used the Framework to design a mentoring scheme to support their researchers but this hasn't yet been implemented. From September 2014, CPLD's Academic Practice Development Team (APD Team) work in a partnership model with each School to determine their staff development needs including mentoring.</i></p>	<b>Principles 3.1, 3.3, 3.5-6, 3.9, 4.11-13</b>	Timeline: 09/2013-06/2013  <i>For completion by 09/2015 – see updated Action Plan</i>	ADRs/ CPLD
E	<b>Supporting researchers' understanding of their responsibilities:</b>	<b>Principle 5.1-6</b>		
	<ul style="list-style-type: none"> <li>Production and collation of resources including incorporation of feedback from Concordat Consultation Events (2011-12).</li> </ul> <p><i>Production and collation of resources (e.g. RCPD tool) and feedback from Concordat Consultation events has been provided to various academic researchers, academic managers and professional staff at various workshop and events. Promotion of these resources will be an on-going activity.</i></p>		Timeline: 04/2012-01/2013  <i>Completed for 2012-2013 – see updated Action Plan for continued activity</i>	ADRs
	<ul style="list-style-type: none"> <li>Campus-wide meetings with researchers and their line-managers (raising awareness, providing update on latest researcher development initiatives and tie-in to annual review).</li> </ul> <p><i>Campus-wide meetings for researchers and their line managers have been held. Updates on researcher development have been on the agenda at various workshops for lead researchers and line managers of researchers throughout 2013-2014.</i></p>		Timeline: 02/2013-3/2013  <i>Completed</i>	ADRs

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>E</b>	<ul style="list-style-type: none"> <li>Discussion and planning following above actions at Concordat Management Group (CMG).</li> </ul> <p><i>There has been discussion and planning at CMG meetings following Campus wide meetings – in particular discussions with our research staff representatives have focused around how we might ensure more engagement in CMG meetings and related Concordat activities. As a result of one such discussion it was suggested that we took information and resources about the Concordat and CMG activities out to School Research Conferences and Graduate School Conferences – and this has been underway since May 2014. These activities will be continued for 2015-2017</i></p>	<b>Principle 5.1-6</b>	Timeline: 05/2013 onwards  <i>Completed for 2013/14: included in updated Action Plan for activities in 2015-2017</i>	ADRs
	<ul style="list-style-type: none"> <li>Ongoing bi-annual updates to researchers and discussion/planning activities as a standing item at CMG meetings.</li> </ul> <p><i>This has been taking place since the establishment of the Concordat Management Group and is an on-going activity. We have encouraged our researchers to attend CMG meetings and also report back to their peers on CMG updates and activities.</i></p>		Timeline: 11/2013, and twice yearly thereafter in May and Nov each year  <i>Completed for 2012-2014 – see Action Plan for activities in 2015-2017</i>	ADRs



	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>F</b>	<b>Ensure that researchers are supported as an identified group within Equality and Diversity activities:</b>	<b>Principle 6.8-9</b>		
	<ul style="list-style-type: none"> <li>Incorporate awareness of the special challenges faced by Researchers as an identified group into all Equality and Diversity (E&amp;D) training and resources.</li> </ul> <p><i>Work undertaken by the E&amp;D Unit to date has not so far demonstrated the differences between this and other researcher groups at NTU, and researchers at NTU are currently included with all other academic research staff at NTU in terms of support for E&amp;D training and resources. However, over the course of the next year we will investigate this issue further, with a view to evidencing the specific needs of researchers and we will then address this issue within our training and resources. During the current academic year (2014-15) the Equality and Diversity team will be focussing on the University's third equality objective which focuses on the staff equality journey (see: <a href="http://www.ntu.ac.uk/equality_diversity/policies_procedures/equality_scheme/equality_objectives/index.html">http://www.ntu.ac.uk/equality_diversity/policies_procedures/equality_scheme/equality_objectives/index.html</a>). As part of this exercise, the E&amp;D team will focus specifically on Researchers as an identifiable group.</i></p>		Timeline: 06/2012-01/2013	E&D
	<ul style="list-style-type: none"> <li>Undertake Equality Impact Assessment for the RCPD Tool.</li> </ul> <p><i>The RCPD Tool has been replaced by the RDG and the Equality Analysis (formerly the Equality Impact Assessment; EIA) is scheduled for completion by February 2015. This entails a change to the target deadline for the Equality Analysis to be completed and this will be reflected in our updated Action Plan</i></p>		Timeline: 01/2013-06/2013	E&D/ CPLD
<ul style="list-style-type: none"> <li>Delivery of briefing events for all managers of researchers.</li> </ul> <p><i>See first bullet point, above. Once we have identified the best way forward concerning that point we will arrange briefing events for all managers of researchers.</i></p>	Timeline: 09/2014-12/2014	E&D		

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>G</b>	<b>Commitment to membership and participation in Athena SWAN:</b>	<b>Principle 6.10</b>		
	<ul style="list-style-type: none"> <li>Preparation and application for membership of the Charter.</li> </ul> <p><i>Due to various issues (e.g. staffing resources and competing priorities), we were unable to meet our original target deadline for this item. We have submitted our application for membership of the Charter and our intention is to make other items in this section a priority for completion over the course of the next year.</i></p>		Timeline: 09/2012-06/2013  <b>Completed November 2014</b>	ADRs/E&D
	<ul style="list-style-type: none"> <li>Prepare action plan and timelines for NTU application for Bronze award discussed at CMG &amp; NTU-wide representatives put in place.</li> </ul> <p><i>Please see above. Our current plan is to submit for the Athena SWAN Bronze award during the course of 2015 and our updates Action Plan will reflect this intention. We currently have two Institutional representatives in place and both are members of the CMG.</i></p> <p><i>The Equality Challenge Unit has developed an Equality Charter Mark to cover the non-STEMM subject areas and including professional support service areas. During 2014-15 this will be merged with Athena SWAN into one gender equality charter mark. ECU are also developing a Race Charter Mark. NTU will be applying for Institutional Recognition for both of these.</i></p>		10/2012-12/2013  <b>Completion by 03/3015</b> <b>See updated Action Plan</b>	ADRs/E&D
	<ul style="list-style-type: none"> <li>Prepare and submit application for Athena Swan Bronze award.</li> </ul> <p><i>Please see two previous points. This activity will be undertaken during the course of 2015.</i></p>		Timeline: 01/2013-03/2014  <b>Completion by 11/2015</b> <b>See updated Action Plan</b>	ADRs/E&D

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>H</b>	<b>Participation in CROS:</b>	<b>Principle 7</b>		
	<ul style="list-style-type: none"> <li>CMG to discuss and formulate action plan for NTU's participation in CROS.</li> </ul>		Timeline: 11/2012 <b>Completed</b>	CMG
	<ul style="list-style-type: none"> <li>Disseminate updated information about CROS to research staff and their line managers.</li> </ul>		Timeline: 01/2013 <b>Completed</b>	CPLD/HR
	<ul style="list-style-type: none"> <li>Proactively encourage participation of relevant staff in CROS, ensure staff are aware of deadlines.</li> </ul>		Timeline: 02/2013-05/2013 <b>Completed</b>	CPLD
	<ul style="list-style-type: none"> <li>Analysis of results and implications for practice and future work.</li> </ul>		Timeline: 07/2013-09/2013 <b>Completed</b>	CPLD
	<ul style="list-style-type: none"> <li>Discuss outcomes of CROS and follow-up actions at appropriate CMG (depending upon dates of survey and release of results).</li> </ul> <p><i>Review of CROS-related activities: all activities completed and discussions and follow up actions are still ongoing via CMG meetings and in the wider community. We expect to see NTU participation in CROS as an on-going activity.</i></p>		Timeline: May/Nov 2014 and annually thereafter <b>Completed for 2013</b>	CPLD

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
<b>H</b>	<b>Participation in PIRLS:</b>	<b>Principle 7</b>		
	<ul style="list-style-type: none"> <li>CMG to discuss and formulate action plan for NTU's participation in PIRLS.</li> </ul>		Timeline: by 11/2012 <i>Completed</i>	CMG
	<ul style="list-style-type: none"> <li>Disseminate updated information about PIRLS to PIs and senior researchers who line-manage research staff.</li> </ul>		Timeline: by 01/2013 <i>Completed</i>	ADRs/HR
	<ul style="list-style-type: none"> <li>Proactively encourage participation of relevant staff in PIRLS, ensure staff are aware of deadlines.</li> </ul>		Timeline: 01/2013 onwards <i>Completed</i>	ADRs
	<ul style="list-style-type: none"> <li>Analysis of results and implications for practice and future work.</li> </ul>		Timeline: 07/2013-09/2013 <i>Completed</i>	ADRs
	<ul style="list-style-type: none"> <li>Discuss outcomes of PIRLS and follow-up actions at appropriate CMG (depending upon dates of survey and release of results).</li> </ul> <p><i>Review of PIRLS-related activities: activities completed and discussions and follow up actions are still ongoing via CMG meetings and in the wider community. We expect to see NTU participation in PIRLS as an on-going activity.</i></p>		Timeline: May/Nov 2013  <i>Completed for 2013</i>	ADRs

	<b>Action and Review</b>	<b>Concordat reference</b>	<b>Progress</b>	<b>Owner</b>
J	<p><b>Concordat Management Group:</b></p> <ul style="list-style-type: none"> <li>• CMG to meet twice a year, with named ADR to Chair, and with membership, terms of reference and main standing agenda items for the year to be set out during the November meeting.</li> </ul> <p><i>Following discussion at the Nov 2014 CMG meeting it was agreed to increase the number of annual meetings from two to three. From January 2015 there will be three CMG meetings per year, to take place once each term.</i></p>	<b>Principle 7</b>	<p>Timeline: Nov 2012, May 2013 and thereafter in May and Nov each year</p> <p><b>Completed for 2013/2014</b></p>	ADRs

<b>Guide to the abbreviations used in this document</b>	
ADR	Associate Dean for Research
CMG	Concordat Management Group
CPD	Continuing professional development
CPLD	Centre for Professional Learning and Development
CROS	Careers in Research Online Survey
E&D	Equality and Diversity
HR	Human Resources
NTU	Nottingham Trent University
PDCR	Performance Development Contribution Review
PIRLS	Principal Investigators and Research Leaders Survey
PI	Principal Investigator
RCPD Tool	Research Continuing Professional Development Tool
(Athena) SWAN	Scientific Women's Academic Network

<b>Key Contacts</b>	
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