



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

### **NTU Action Plan 2019-21 – development and implementation plan**

By 2021, through implementation of this Action Plan, we expect to see:

1. Submission of NTU institutional level Bronze Athena SWAN award by 2019, 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. Through progress with reviewing job families to create a tailored induction for Researchers aligned to job roles, we will see the introduction of a more targeted and relevant phased induction and associated development for Researchers.
3. Increased awareness of professional development resources to support researchers and their line managers through promotion of the Researcher Development Gateway and development of an online brochure with links to development aligned to the Researcher Development Framework by September 2019.
4. A widening pool of applicants for research positions at NTU through review of branding and 'I see possibilities' campaign and remain competitive and through a regular review of NTU's research environment.
5. Improved data on, and support for, career progression of researchers through specification of an improved HR system by implemented by 2021.
6. A pipeline of future research leaders through development of a new programme of development and mentoring for Early Career Researchers (ECRs) and an increase in visibility of development for ECRs.
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, Chair of Concordat Management Group](#)

**Principle 1: Recruitment and Selection: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.**

**Progress update**

Action To be taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
<p><b>Recruitment:</b> Monitor effectiveness of recruitment and branding programme including 'I see possibilities campaign' through average number of applications for vacant posts and through exit interviews.</p>	<p>Review of applicant numbers for vacant posts.</p>	<p>September 2019 and 2020  HR, Associate Deans for Research</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>	
<p><b>Induction:</b> Review effectiveness of induction following the move to delivery via MY NTU APP and the introduction of a rolling Researcher Induction at the Quarterly Researcher Forum Events.</p>	<p>Feedback from Researcher Forum reviewed by CMG and via New Starter Surveys.</p>	<p>By December 2019  HR, Researcher Development Manager</p>	<p>Increase engagement in induction through online and face to face leading to improved perceived value of induction as measured by CROS and PIRLS and feedback from Researcher Fora.</p>	
<p><b>Induction:</b> CMG to monitor Researcher participation in Researcher induction across all Schools.</p>	<p>Review consistency of induction process for researchers leading to enhanced engagement and participation.</p>	<p>February 2019 and February 2020 Concordat Management Group (CMG)</p>	<p>As measured by increased participation and satisfaction via CROS/PIRLS survey 2019 in induction process across all Schools. Reduction to &lt; 5% of those reporting lack of engagement in induction in CROS and PIRLS by 2020.</p>	
<p><b>Induction:</b> tailor induction to job roles.</p>	<p>Creation of more nuanced induction aligned to job role.</p>	<p>September 2020  HR, Researcher Development Manager and ADR sponsor</p>	<p>As measured by increased satisfaction regarding relevance of induction across all Schools via new starter surveys.</p>	

**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.**

**Progress update**

Action to be Taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
<b>Appraisal:</b> Monitor and support Researchers Participation and perceived value in the annual Appraisal process.	CROS Data NTU Staff Survey	Review in October 2019  Concordat Management Group, HR	Increase in overall satisfaction with the Appraisal process as measured by 2019 CROS data and the 2019 NTU Staff Survey.	
<b>Remuneration:</b> Promote increased number of Researchers being nominated for remuneration awards for eligible staff.	Increased awareness of contribution awards and sources of awards (NTU contribution awards) as part of the NTU appraisal process.	Review in November 2019.  Deans, Concordat Management Group, School Concordat Champions.	Increased number of Researchers being nominated for remuneration awards as benchmarked against 2016 figures.	
<b>Recognition:</b> 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.	Review annually in June 2019 and 2020.  HR, Concordat Management Group. Athena SWAN Self-Assessment Team Chair.	Annual Concordat Management Group review of data informs Concordat Management Group future strategy	
<b>Athena SWAN:</b> Concordat Management Group to receive reports from Athena SWAN group.	Report to Concordat Management Group.	Review annually in October 2019 and 2020.	Alignment of strategy and progress and to identify areas of synergy to inform plans.	

**Principle 3: researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment**

**Progress update**

Action to be Taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
<b>Engagement:</b> Termly Researcher Fora meetings to be developed as a support network for researchers, and as a forum for promotion of appropriate resources.	Enhance NTU culture for networking of researchers.	Termly throughout 2019 and 2020. Reviewed in 2020 for effectiveness and increased engagement.  Concordat Management Group.	Termly Researcher Fora meeting agendas developed through researchers' input. 22% increase in attendance at Researcher Fora meetings benchmarked against 2016.	
<b>Development:</b> Utilise School Research Plans and regular Researcher Forum 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. Update report to be provided to CMG annually.	June 2020  Organisational Development	Evidence of annual review and resulting enhancement of Researcher Development Gateway through CROS and PIRLS feedback, Fora feedback and via CMG.	
<b>Mentoring:</b> Pilot the NTU Mentoring Platform in Schools with a view to better supporting career researchers. Schools Associate Deans for Research and Professoriate now have a clearly articulated task of providing mentoring in Schools.	Enhanced opportunity for researchers to share career experiences to inform their own development.	Introduce pilots by August 2019 and review by December 2020  Associate Deans for Research, Organisational Development, HR	Increase in achievement of mentoring objectives across pilot, benchmarked against 2016 levels by December 2020.	

**Principle 4: The importance of researchers personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.**

**Progress Update**

Action to be Taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
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<b>Engagement:</b> Enhance links between Schools and researchers to Concordat Management Group.	Provide guidance and resources for the new role of School Concordat Champions to ensure formal links between Concordat Management Group and School researchers.	December 2019  Concordat Management Group, Academic Schools	Evidence of regular dissemination of Concordat Management Group activity through regular Researcher Fora meetings, and engagement in appropriate committees at School level.	
<b>Development:</b> Increase awareness of development opportunities	Communications strategy for promotion of career development opportunities, in collaboration with other appropriate NTU stakeholders to be implemented.	Spring 2019  Organisational Development, NTU Research Office, Careers Service, HR	Greater awareness of finding opportunities via CROS and PIRLS	
<b>Resources:</b> Increased engagement with Researcher Development Gateway.	Promote within the annual Appraisal process.	Annual Review.  School Concordat Champions, Organisational Development, HR.	20% increase in utilisation rates of Researcher Development Gateway resources across the review period, benchmarked to 2016 figures.	
<b>Researcher Leadership Development:</b> Support leadership development for early career researchers.	Establish NTU Future Research Leaders Programme	December 2019	First cohort feedback and impact reports to be reviewed in December 2020 with clear measures of integrating learning back to Schools.	
<b>School development plans:</b> 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.	Linked to annual School Research Plan cycle. Report to Concordat Management Group in September 2020.  Associate Deans for Research. Researcher Development Manager.	Report to Concordat Management Group in September 2020.	

**Principle 5: Individual researchers share the responsibility for and need to proactively engage in their own personal and career development, and lifelong learning**

**Progress Update**

Action to be Taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
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<p><b>Support:</b> Termly Researcher Fora meetings to be held with researchers and their line-managers.</p>	<p>Raising awareness, providing update on latest researcher development initiatives and to tie-in to Appraisal.</p>	<p>Termly throughout 2019 and 2020. Reviewed in 2019 for effectiveness and increased engagement.</p> <p>Concordat Management Group, Organisational Development, HR.</p>	<p>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 Researcher Fora meetings throughout 2017/18.</p> <p>Concordat Management Group in possession of data/intelligence on the participation of researchers in the Appraisal 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>	
<p><b>Individual Research Plans:</b> Increase awareness of development aligned to career and NTU/School Plans.</p>	<p>Monitor feedback from ADRs on use of Individual Research Plans (IRPs) aligned to appraisal and development plans. Via ARLT.</p>	<p>September 2020</p> <p>Associate Deans for Research and Researcher Development Manager. Academic Research Leadership Team</p>	<p>Usefulness of IRPs to Researchers and their line managers and awareness of resources to support research plans and supporting development evidenced through CROS and PIRLS in 2019 and via ADR reports at ARLT.</p>	

**Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.**

**Progress Update**

Action to be Taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
<p><b>Strategy:</b> Widen the pool of available talent for research employment opportunities.</p>	<p>Review opportunities post BREXIT including the use of EURAXESS to advertise relevant roles for researchers.</p>	<p>August/September 2019.</p> <p>HR, Concordat Management Group.</p>	<p>Create a strategy for recruitment post Brexit to ensure that NTU continues to promote opportunities to researchers and to support their ongoing development.</p>	

<p><b>Training and resources:</b> Promote appropriate training, resources and development opportunities for relevant NTU staff (e.g. line managers of researchers, interview panels).</p>	<p>Unconscious bias training for all staff involved in recruitment and selection</p> <p>NTU Interview Panel composition guidance to be promoted.</p>	<p>Review effectiveness in October 2019 and October 2020.</p> <p>HR, Concordat Management Group through ensuring monitoring information is shared between Athena SWAN Self- Assessment Team and Concordat Management Group.</p>	<p>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.</p> <p>Monitor uptake of online mandatory unconscious bias training with a target of 100% by 2020.</p>	
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**Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.**

**Progress Update**

Action to be Taken	Deliverable	Owner and Timescale	2019 Success Indicators	Status 2021
<p><b>Review and Progress:</b> NTU Concordat Management Group to continue to meet a minimum of three times each year.</p>	<p>Concordat Management Group to discuss and formulate action plans including NTU's participation in the next CROS and PIRLS.</p>	<p>Throughout 2019/2020</p> <p>Concordat Management Group.</p>	<p>Regular meetings of Concordat Management Group as evidenced by meetings schedule and minutes.</p>	
<p><b>Membership of CMG:</b> Membership, terms of reference and main standing agenda items for the year to be set out during the November 2019 and 2020 meetings.</p>	<p>Terms of Reference updated for CMG.</p>	<p>November 2019 and 2020</p> <p>Chair of Concordat Management Group.</p>	<p>Continued progress of actions and activities in support of the career development of NTU research staff.</p>	
<p><b>Governance:</b> Concordat Management Group to continue to present regular reports to University Research Committee and School Execs. Research Committee will retain oversight of Concordat Management Group activity, including CROS and PIRLS.</p>	<p>Concordat Management Group to disseminate minutes to appropriate committees.</p>	<p>Following each Concordat Management Group meeting</p> <p>Concordat Management Group.</p>	<p>Concordat Management Group reports tabled and discussed regularly at relevant University committees and fora.</p>	

<b>Feedback loops:</b> Concordat Management Group to develop strategies to ensure engagement with and feedback from researchers in Schools through School Concordat Champions.	<p>Concordat Management Group to analyse information and use to inform strategies.</p> <p>Concordat Management Group will retain annual oversight of Concordat- related activities and is empowered to intervene to address any issues identified through active review of management information.</p>	<p>As appropriate throughout 2019/20</p> <p>Membership of the group ensures research staff requirements inform specifications for the Research Information Management System.</p>	<p>Increased NTU-wide participation in CROS and PIRLS, surveys. Data analysis and reports to inform future developments</p>	

<b>Guide to the abbreviations used in this document</b>	
CMG	Concordat Management Group (at NTU)
Athena SWAN	Gender equality initiative managed by the Equality Challenge Unit
CROS	Careers in Research Online Survey
E&D	Equality and Diversity
HR	Human Resources
IRP	Individual Research Plan
NTU	Nottingham Trent University
PIRLS	Principal Investigators and Research Leaders Survey
PI	Principal Investigator

<b>Key Contacts</b>	
Deputy Vice-Chancellor Research and Innovation	Prof Nigel Wright
HR	Sarah Bailey



Director of Research Office	Dr Ian Forristal
Organisational Development/Researcher Development Manager	Fiona McKerlie
Concordat Management Group Chair	Fiona McKerlie since January 2017
Former Concordat Group Management Chairs	Prof. Thom Baguley, Dr Stephanie Walker, Prof. Steve Allin
Head of Equality, Diversity and Inclusion	Claire Bell
Concordat Champions	David Brown, Jane Ching, Allan Collins, Dawn Scholey, David Boocock, William Niven, Suvo Mitra, David Kilgour