

The Concordat to Support the Career Development of Researchers
NTU Concordat Implementation Action Plan Timeline (2015-2017)¹
and Review (November 2016)

This Action Plan Timeline 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. The 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, owners and current status. For further information on the Concordat at NTU please contact [Fiona McKerlie](#)

A guide to the abbreviations used in this document is provided at the end of the document.

¹Original version 2013-2017, reviewed and revised 2015 (two-year review)

	Action and Success Measures	Concordat reference	Timeline	Owner	Comments/ Status	Progress	Continuing Actions
A	Produce and implement resources to inform the recruitment and selection of research staff in line with the NTU implementation of the Concordat:	Principle 1					
A1	Review and update Recruitment and Selection Policy and Managers' Guide.		To be completed by: 06/2015	Human Resources (HR)	COMPLETE	Evidence: New Updated Recruitment and Selection Management Guidance published on	Recruitment and selection is an area of focus for Athena SWAN.

						<p>Staffnet on 13th July 2015. See: https://www.ntu.ac.uk/corporate-hr/policies-procedures/management-guidelines/index.html (note: select Corporate HR Portal from the index under Recruitment and Selection.</p> <p>Background - Recruitment and Selection Management Guidance was developed by Corporate HR in consultation with Managers and HR colleagues. It was disseminated across NTU in an e-mail from Corporate HR on 10th July 2015. The new Guidance's implementation was supported by Recruitment Selection Training by Centre for Professional Learning and Development (CPLD) and Corporate HR. Since 10th July 2015 68 colleagues have received this training.</p>	
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A2	<p>Review and evaluate the effectiveness of the new Guidance.</p> <p><i>Success measures: Reviewed/updated documents in place and updates disseminated to relevant staff, evidenced in Concordat Management Group meeting notes and via online documents available for use by managers in the recruitment and selection of research staff.</i></p>		September 2016	HR	COMPLETE	Positive feedback has been received from seven managers surveyed who have made use of the guidance since July 2015.	

	Action	Concordat reference	Timeline	Owner	Comments	Progress	Continuing Actions
B	Design and implement training, guidance and resources for managers of researchers to support the induction, management and development of research staff:	Principles 2.3, 3.6					
B1	Design induction/ orientation for Line Managers of Researchers.		Target: 02/2015 To be complete by end of October 2016	Centre for Professional Learning and Development (CPLD)	COMPLETE	<p>The on-line NTU Online Workspace (NOW) Induction Learning Room launched on 12th December 2016, containing:</p> <ul style="list-style-type: none"> • Researcher specific content for NOW Induction Learning Room • Researcher Induction Checklist <p>All new starters will receive an automated</p>	The induction checklist directs Line Managers to contact CPLD Enquiries CPLDenquiries@ntu.ac.uk to inform CPLD once induction has taken place. This will be noted on the CHRIS system for an individuals' HR record, evidencing induction completion and to monitor participation in the new induction following its launch / roll out.

					<p>email containing a URL link to access NOW (https://now.ntu.ac.uk) as soon as their email account is active.</p> <p>Agenda item in Town Hall Networking Meeting of October 2016 highlighted to colleagues the organisations & initiatives such as Athena SWAN, Researcher Development Gateway and Vitae to address a knowledge gap in this area as identified in CROS/PIRLS.</p>	
B2	Deliver induction/orientation for Line Managers of Researchers	<p>Target: 11/2015</p> <p>To be completed by December 2016</p>	School Research Co-ordinators/School Associate Deans for Research	IN DEVELOPMENT		<p>ACTION: School Research Coordinators/School Associate Deans for Research</p> <p>This is reliant upon B1.</p> <p>The rollout will be started by Christmas 2016.</p> <p>Register of attendees to act as evidence.</p>

						Report to Concordat Management Group annually through new School Concordat Champions.	
B3	Evaluate inductions for Line Managers of Researchers.		One year after introduction - December 2017	School Research Co-ordinators/ School Associate Deans for Research	One year after introduction - December 2017	To follow completion of B1/2	Evaluation to take place December 2017. Concordat Management Group/CPLD/School Associate Dean or Research in conjunction with HR.
B4	Design research career development training/orientation for the Line Managers of Researchers.		Target 06/2015 To be completed by October 2016	CPLD	COMPLETE	Items below highlight the support for managers which is offered by CPLD: The <i>Appraisal (PDCR) for Managers</i> 1 day workshop (149 attendees over 14 sessions): https://www4.ntu.ac.uk/apps/cpld/cpld_events/events/188914/PDCR_for_Managers_(City).aspx In addition, CPLD in collaboration with HR, provide bespoke small group workshops and	To support the implementation of career development support and the new Induction processes for research staff, CPLD have scoped and designed a 2-hour workshop for line managers of researchers: "Supporting the development of your research staff" . This workshop will be rolled out from the Spring Term 2016-17 across all three campuses and

					<p>1:1 surgeries (9 attendees over 6 sessions): http://www4.ntu.ac.uk/apps/cpld/cpld_events/events/187546/PDCR_Surgery_(City).aspx</p> <p>Our "Management Development Programme" also provides opportunities for line managers to further develop their skills as managers via a series of 2hr workshops that are available throughout the year and includes a range of follow up sessions including:</p> <p><i>Giving and Receiving Feedback (46 attendees over 7 sessions)</i> http://www4.ntu.ac.uk/apps/cpld/cpld_events/events/187589/Giving_and_Receiving_Feedback_(City).aspx</p> <p><i>Setting Clear Objectives (64 attendees over 6 sessions)</i> http://www4.ntu.ac.uk/apps/cpld/cpld_events/ev</p>	<p>will run seven times during this academic year. Evaluation of these events will be reported to Concordat Management Group (CMG).</p>
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					ents/187570/Setting_Clear_Objectives_(City).aspx ; <i>Role of the Manager</i> (60 attendees over 5 sessions) http://www4.ntu.ac.uk/apps/cpld/cpld_events/events/187588/Role_of_the_Manager_(City).aspx ; <i>Introduction to Leadership</i> (51 attendees over 5 sessions) http://www4.ntu.ac.uk/apps/cpld/cpld_events/events/188540/Introduction_to_Leadership.aspx	
B5	Deliver and evaluate researcher career development training for the Line Managers of Researchers.	Target: 03/2016 To be completed by end December 2016	CPLD	PARTIALLY COMPLETE		ACTION: Once the "Supporting the development of your research staff" programme is delivered, CPLD to report to Concordat Management Group on uptake and evaluation - to be coordinated by the Researcher Development Manager

						<p>CPLD have scoped and designed a 2-hour workshop for line managers of researchers: “Supporting the development of your research staff”. This workshop will be rolled out from the Spring Term 2016-17 across all three campuses and will run seven times during this academic year. Evaluation of these events will be reported to Concordat Management Group.</p> <p>Evaluation to take place December 2017.</p>
<p><i>Success measures: new resources for managers in place (available online) to support the induction, management and development of research staff and evidence of their evaluation via CPLD records and Concordat Management Group meeting notes.</i></p>					<p>Items noted in Section B4 highlight the support for managers which is offered by CPLD</p> <p>The NOW on-line “Induction Learning Room” is due to go live at the end of November 2016.</p> <p>CPLD have scoped and designed a 2-hour workshop for line managers of researchers: “Supporting</p>	

					<p>the development of your research staff". This workshop will be rolled out from the Spring Term 2016-17</p> <p>As noted above (B4) during the period January 2015-December 2016 CPLD provided training relevant to the Concordat to 379 participants.</p> <p>The NTU "<i>Management Development Programme</i>" provides opportunities for line managers to further develop their skills</p> <p>The Town Meeting of October 2016 highlighted to colleagues the organisations & initiatives such as Athena SWAN, RDG and Vitae to address a knowledge gap in this area as identified in the 2015 CROS/PIRLS events.</p> <p>The on-line NOW Induction Learning Room launched on 12th December 2016, containing researcher</p>	
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					specific content and a Researcher Induction Checklist for staff and their line managers.		
	Review participation in and actions arising from the annual Performance, Development and Contribution Reviews (PDCRs) for researchers	Principle 2.3					
B6	Deliver briefing sessions on participation in the PDCR process to research staff, one per year for 2015-2017		Annual briefings completed by: 1) 04/2015 2) 04/2016 3) 04/2017	Associate Deans for Research (ADRs)/ CPLD	COMPLETE – FOR 2015/16/17	<p>Evidence: New PDCR Form for Researchers developed for 2016-17 review cycle.</p> <p>Note: Email sent (July 2016) in advance of PDCR process from Concordat Management Group Chair to appropriate staff to reiterate the importance of the PDCR process and the contribution award process which is open to career researchers.</p> <p>Participation figures show 49% for the current cycle (2015-16)</p>	HR to remind line managers of requirement for upload of PDCR Appraisal documents on annual basis.

					<p>compared to 39% (2014-15), 19% (2013-14).</p> <p>Concordat Management Group Chairs email of 12 July 2016 to all University staff to remind them to participate in the University's Probationary Review process from the date of appointment and that staff should attend a PDCR meeting at the next annual cycle. The objectives agreed within their probation period will feed into the appointees first formal PDCR Meeting.</p> <p>Town Hall meeting in October 2016 had new PDCR process for researchers as a focus.</p>	
Monitoring and review of uptake of participation by research staff in annual PDCRs between 2015 and 2017		To be completed by: 1) 11/15 2) 11/16 3) 11/17	HR	COMPLETE	<p>Participation figures show 49% for the current cycle (2015-16) compared to 39% (2014-15), 19% (2013-14).</p>	Concordat Management Group will receive an annual report on the participation in PDCR process.

						<p>New PDCR Form for Researchers and pertinent data from PIRLS/CROS surveys was fed back at Town Hall Meeting in October 2016.</p> <p>Amend the CROS survey to include Probationary Reviews within appraisals next time.</p>
<p><i>Success measures: Concordat Management Group in possession of better data/intelligence on the participation of researchers in the PDCR process (e.g. evidence of participation in annual PDCRs from HR records and from CROS 2015 and 2017, where we would expect to see an increase in proportion of researchers reporting their participation in the PDCR process). Appropriate actions in place coming out of the monitoring/review data, evidenced in</i></p>					<p>New bespoke PDCR Form for Researchers developed for 2016-17 review cycle.</p> <p>Participation figures show 49% for the current cycle (2015-16) compared to 39% (2014-15), 19% (2013-14).</p> <p>New PDCR Form for Researchers and pertinent data from PIRLS/CROS surveys was fed back at Town Hall Meeting in October 2016.</p> <p>CROS outcome and resulting Actions</p>	

<i>Concordat Management Group meeting notes and follow-up activities.</i>						discussed and agreed at Concordat Management Group's CROS/PIRLS Survey Analysis Meeting, July 2016.	
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	Action	Concordat reference	Timeline	Owner	Comments	Progress	Continuing Actions
C	Produce and disseminate resources presenting typical career journeys both within NTU and within the wider context of researcher careers:	Principles 2.6, 4.10					
C1	Liaise with Vitae to identify relevant resources and support.		To be completed by end 01/2015	CPLD	COMPLETE	Evidence: These have been built into the Researcher Development Gateway at https://now.ntu.ac.uk/d2l/home/279569	
C2	Undertake review of NTU career pathways and produce guidance		To be completed by end 11/2015	CPLD	IN DEVELOPMENT		ACTION: CPLD to take the lead in the production of Case Studies of researcher

resources with reference to Vitae materials.						<p>career pathways - to be developed within the 2017-21 action plan.</p> <p>Resources to articulate the possible career pathways for researchers and the typical attributes, knowledge and skills required for these (mapped to RDF)</p> <p>Target Rollout – July 2017.</p>
<p><i>Success measure: resources and/or links to external (Vitae) resources available via NTU research webpages and available for use by research staff.</i></p>					<p>Vitae Resources have been built into the Researcher Development Gateway at https://now.ntu.ac.uk/d2/home/279569</p> <p>Vitae “Research Staff Futures” events scheduled from October 2016: Enhancing Personal Effectiveness 05/10/2016 – 12 attendees</p>	

						Managing Your Career 02/11/2016 – 11 attendees Introducing Impact and Engagement 30/11/2016 - 10 attendees	
D	Develop and disseminate career and professional development opportunities relating to research:	Principles 3.1, 3.3, 3.5-6, 3.9, 4.11-13					
D1	New Researcher Development Gateway (RDG) launched for use by research staff		To be completed by end March 2015	CPLD	COMPLETE	Evidence: RDG NOW link https://now.ntu.ac.uk/d2/home/279569 Access statistics since 2014 show a baseline of consistent usage of this resource. Average monthly visits was: 67 in 2014 109 in 2015 88 in 2016	
D2	Continual review and update of RDG contents, reviewed twice per year		To be completed by end Mar and Sep 2015, 2016, 2017	CPLD	COMPLETE	The resources within the RDG learning room are reviewed annually to ensure alignment to needs analyses arising from School Research Plans and from the work of the Concordat Management Group,	Action to be further developed by the Researcher Development Manager (member of Concordat Management Group and University Research Committee (URC) for reporting

						<p>including the following (with RDF mapping):</p> <p>Added in 2013/14</p> <p>New resource responding to continuing professional development needs identified in CROS and PIRLS 2013</p> <p>Assessment Centres: Stand Out from the Crowd (web resource) B3.1</p> <p>CIPD Continuing Professional Development (web resource) B3.2</p> <p>Assertiveness at Work (workshop) D1.6</p> <p>Selecting a Conference, Presenting and Networking (online course) D2.1</p> <p>Ethics 1: Good Research Practice (online course) C1.2</p> <p>Added in 2014/15</p>	<p>purposes): develop mechanism to capture the engagement with relevant members of staff for the Researcher Development Gateway review process.</p> <p>Benchmarked RDG against content and requirements identified in School research plans, Vitae, NTU Strategic Plan.</p> <p>Develop reporting mechanism for use of data on engagement.</p> <p>Effectively communicate enhancements of RDG.</p>
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						<p>New resource responding to continuing professional development needs identified during discussion with researchers and line managers at the NTU Briefing events and the SST Research Conference in April and May 2015:</p> <p>Searching for Literature – Top 10 Tips (online course) A1.1/A1.4/A1.5/A2.1/A2.2/A2.4</p> <p>Research Gate (web resource) A1.1/A1.4/A1.5/A2.1/A2.2/A2.4</p> <p>Coping with Stress (workshop) B1.1/B1.2/B1.5/B2.5</p> <p>Useful guide to Interview Success (web resource) B3.1</p> <p>Talking Heads Video: Public Engagement (video) D3.2</p> <p>Added in 2015/16</p> <p>New resources added</p>	
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						<p>responding to continuing professional development needs identified in CROS and PIRLS 2015, and briefing events for research staff and line managers in May and June 2016:</p> <p>PIIRUS Digital Identity Health Check for Academics (publication) A1.7/B3.4/D2.1/D2.2/D2.3</p> <p>What is Creativity in Research (web resource) A3.3</p> <p>Introduction to Leadership (workshop) D1.6</p> <p>Create an Effective Publication Strategy (workshop) B1.1/B1.2/B1.5/B2.5</p> <p>Writing a Paper: Constructing Arguments (web resource) A3.4</p>	
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D3	Promotion of RDG twice per year to support annual and mid-term reviews		To be completed by end May and Nov 2015, 2016, 2017	HR/CPLD	COMPLETE	<p>RDG now embedded in new researcher-focused PDCR form and guidelines.</p> <p>Town Hall meetings now used as a forum for promotion of RDG and associated resources.</p>	<p>Town Hall meetings to be used to promote resources.</p> <p>RDG/Vitae were subject of October 2016 Town Hall meetings.</p> <p>RDG usage data to be generated on an annual basis with report to Concordat Management Group on by CPLD</p>
D4	Embed mentoring as a professional and career development opportunity for all research staff and line managers of research staff		To be completed by 09/2015	Associate Deans For Research / CPLD	PARTIALLY COMPLETE	<p>NTU Mentoring Framework has been piloted (22 participants representing 11 pairs) and our newly established Researcher Development Team within our CPLD Academic Practice unit will now begin to work with Schools to develop a common institutional approach to induction and mentoring.</p> <p>Termly Town Hall meetings with research staff act as a forum to discuss mentoring-</p>	<p>School Research Plans to show ongoing developmental activities of their research staff, including mentoring</p> <p>Career case studies to be created.</p> <p>Develop consistent institutional mentoring guidelines/framework which can be tailored at School/Departmental level.</p>

						related matters and views of researchers over career development support.	
	<p><i>Success measures: RDG in use by research staff, evidenced via online usage data and from research staff PDCRs. Updated School Research Plans include evidence to demonstrate ongoing developmental activities of their research staff, including mentoring.</i></p>					<p>RDG NOW link https://now.ntu.ac.uk/d2/home/279569</p> <p>Access statistics since 2014 show a baseline of consistent usage of this resource. Average monthly visits was: 67 in 2014 109 in 2015 88 in 2016</p> <p>Reference and signposting to RDG added to new bespoke researcher PDRC document.</p> <p>Termly Town Hall meetings now being held as a support mechanism.</p> <p>The resources within the Researcher Development Gateway learning room are reviewed annually to ensure alignment to needs analyses arising from School Research</p>	

						Plans and from the work of the Concordat Management Group	
						Schools Associate Deans for Research and Professoriate now have a clearly articulated task of providing mentoring in Schools.	

	Action	Concordat reference	Timeline	Owner	Comments	Evidence	Continuing Actions
E	Supporting researchers' understanding of their responsibilities:	Principle 5.1-6					
E1	Promotion of induction resources to research staff and their line managers relating to NTU's implementation of the Concordat, including materials supporting Principle 5.		Annual briefing events and presence at School Research Conferences once a year by end Oct each year	Associate Deans for Research/ CPLD	COMPLETE	Briefing events were held at each campus to promote induction resources and raise the profile of the Concordat in June 2016. First termly Town Hall meeting (October 2016) was used for promotion of appropriate resources	

				HR		<p>including Vitae, and the RDF/ NTU RDG.</p> <p>The NOW on-line Induction Learning Room went live at the end of November 2016 and includes:</p> <ul style="list-style-type: none"> • Researcher specific content and a Researcher Induction Checklist 	
E2	<input type="checkbox"/> Campus-wide meetings with researchers and their line-managers (raising awareness, providing update on latest researcher development initiatives and tie-in to annual review).		<p>Annual briefing and update meetings to take place by end 04/15 04/16 and 04/17</p> <p>PI/RL Sessions scheduled for: 25 May (City) 8 June (Clifton)</p>	Associate Deans For Research	COMPLETE	<p>Briefing events were held at each campus to promote induction resources and raise the profile of the Concordat.</p>	<p>Termly Town Hall meetings to be hosted and be used for promotion of appropriate resources from October 2016.</p>

			Researcher Sessions scheduled for: 9 June (Clifton) 13 June (City)				
E3	Discussion and planning following above actions at Concordat Management Group (Concordat Management Group).		To be completed by end March, June and Dec in each of 2015, 2016, 2017	Concordat Management Group	COMPLETE	Feedback is delivered at Concordat Management Group following most recent briefing sessions.	Termly Town Hall meetings to be used as for promotion of appropriate resources from October 2016.
E4	Ongoing updates to researchers and discussion/planning activities as a standing item at Concordat Management Group meetings (three times per year).		Feb, May and Nov in each of 2015, 2016, 2017	Associate Deans For Research	COMPLETE Updates regularly delivered at Concordat Management Group. Updates will be given to researchers through new Town Hall meetings.	Concordat Management Group minutes/agenda available. Contents of the Concordat for the Career Development page reviewed and updated on NTU website http://www.ntu.ac.uk/research/research_at_ntu/concordat/index.html Review complete for July 2016, then Dec 2016, July 2017. Thereafter 6 monthly.	School Concordat Champions to be in place from January 2017 to ensure link from Concordat Management Group to School level management and career researchers.

	<p><i>Success measures: Evidence that planned events between 2015 and 2017 have taken place, feedback gathered from events and used to inform progress on actions/activities in Concordat Management Group meetings. Evidence that research staff have increased awareness concerning the resources available for use in support of their career development. Evidence from CROS 2015 data that research staff have increased awareness of the Concordat and other UK initiatives in comparison with Data from CROS 2013.</i></p>					<p>Promotion of resources at School Conferences was undertaken in 2014 but found to be an ineffective means of raising awareness.</p> <p>In place of this a more targeted approach has been developed, including bespoke briefing sessions, creation of a PDCR for researchers and establishment of Town Hall meetings from Oct 2016.</p> <p>Feedback delivered at Concordat Management Group following most recent briefing sessions.</p> <p>CROS outcome and resulting Actions discussed at Concordat Management Group's CROS/PIRLS Survey Analysis Meeting, July 2016.</p>	
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	Action	Concordat reference	Timeline	Owner	Comments	Progress	Continuing Actions
F	Ensure that researchers are supported as an identified group within Equality and Diversity activities:	Principle 6.8-9					
F1	Incorporate awareness of the special challenges faced by Researchers as an identified group into all Equality and Diversity (E&D) training and resources.		To be completed by end of 09/2015	Equality and Diversity (E&D)	COMPLETE	<p>Attendance by Equality and Diversity representative at a number of EDI/Vitae/researcher related events has confirmed that in relation to equality, diversity and inclusion we believe that researchers are not a group that differs from other HEI staff.</p> <p>Concordat Management Group has fed into Athena SWAN, which has developed focus groups including researchers.</p>	<p>Continued participation of four members of the Concordat Management Group in the Athena SWAN Self-Assessment Team (SAT) ensures a strong voice for career researchers in the University's support of the Athena SWAN initiative. This will become part and parcel of the Town Hall meetings.</p> <p>Staff Survey will pick up on Athena SWAN and contract researcher comments</p>

							can be extrapolated from this.
F2	Undertake Equality Impact Assessment for the Researcher Development Gateway.		Complete - To be completed by end of 04/2015	E&D/ CPLD	COMPLETE	The specific resource used to undertake the assessment was called "Adequate"	
F3	Delivery of briefing events for all managers of researchers.		To be completed by end of 12/2015	E&D	COMPLETE	<p>Evidence: All NTU staff are required to attend the University's "Equality & Dignity at NTU" course</p> <p>Evidence: New Managers are required to attend "Managing Equality & Dignity at NTU" course.</p>	
	<p><i>Success measures: Updated resources in place taking account of any recognised challenges faced by research staff as an identified group. E&D briefing sessions completed for managers of researchers.</i></p>					<p>All NTU staff are required to attend the University's "Equality & Dignity at NTU" course</p> <p>New Managers are required to attend "Managing Equality & Dignity at NTU" course</p> <p>Participation of four members of the Concordat Management Group in the Athena</p>	

						SWAN SAT ensures a strong voice for career researchers in the University's support of the Athena SWAN initiative.	
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	Action	Concordat reference	Timeline	Owner	Comments	Progress	Continuing Actions
G	Commitment to membership and participation in Athena SWAN:	Principle 6.10					
G1	Prepare action plan and timelines for NTU application for Bronze award discussed at Concordat Management Group & NTU-wide representatives put in place.		To be completed by end of 03/2015	Athena SWAN Management Group	COMPLETE	Athena SWAN Action plan developed. SharePoint site at: https://myntuac.sharepoint.com/teams/hrs/athenaswan/sitepages/home.aspx and website at: http://www.ntu.ac.uk/eq/quality-diversity-inclusion/supporting-edi/athenaswan/index.html	Participation of four members of the Concordat Management Group in the Athena SWAN SAT ensures a strong voice for career researchers in the University's support of the Athena SWAN initiative.
G2							

	Prepare and submit application for Athena SWAN Bronze award.		To be completed by end of 11/2016	Athena SWAN Management Group	IN PROGRESS		Evidence required: the application itself, by April 2017
	<i>Success measure: Submission made for Athena SWAN Bronze Award.</i>						
H	Participation in CROS:	Principle 7					
H1	Concordat Management Group to discuss and formulate action plan for NTU's participation in the next CROS exercise		To be completed by end of 02/2015	Concordat Management Group	COMPLETE		
H2							
H3	Disseminate updated information about CROS to research staff and their line managers and proactively encourage participation of relevant staff in CROS, ensure staff are aware of deadlines.		To be actioned three times between 02/15 and 05/15	CPLD/HR /Associate Deans For Research	COMPLETE		
H4	Analysis of results and implications for practice and future work.		To be completed by end of 09/2015	CPLD/ Associate Deans For Research	COMPLETE	CROS outcome and resulting Actions discussed at Concordat Management Group's CROS/PIRLS Survey	

					Analysis Meeting, July 2016.	
Discuss outcomes of CROS and follow-up actions at appropriate Concordat Management Group (depending upon dates of survey and release of results).		To be completed by end of 02/2016	CPLD/ Associate Deans For Research	COMPLETE	CROS outcome and resulting Actions discussed at Concordat Management Group's CROS/PIRLS Survey Analysis Meeting, July 2016.	Termly Town Hall meetings to be hosted and used for promotion of appropriate resources and support from October 2016.
<i>Success measures: NTU-wide participation in CROS, data analysed and presented at Concordat</i>					CROS data analysed and discussed at Concordat Management Group.	

	<i>Management Group and other appropriate fora (e.g. senior researcher workshops) and used to inform further activities and actions.</i>					PIRLS/CROS data and Actions were discussed at Town Hall meetings	
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	Action	Concordat reference	Timeline	Owner	Comments	Progress	Continuing Actions
I	Participation in PIRLS:	Principle 7					
I1	Concordat Management Group to discuss and formulate action plan for NTU's participation in the next PIRLS exercise		To be completed by end of 02/2015	Concordat Management Group	COMPLETE		

12	Disseminate updated information about PIRLS to PIs and senior researchers who line-manage research staff and proactively encourage participation of relevant staff in PIRLS, ensure staff are aware of deadlines.		To be actioned three times between 02/15 and 05/15	CPLD/ Associate Deans for Research /HR	COMPLETE		
13							
14	Analysis of results and implications for practice and future work.		To be completed by end of 09/2015	Associate Deans for Research	COMPLETE	PIRLS outcome and resulting Actions discussed at Concordat Management Group's CROS/PIRLS Survey Analysis Meeting, July 2016.	
	Discuss outcomes of PIRLS and follow-up actions at appropriate Concordat Management Group (depending upon dates of survey and release of results).		To be completed by end of 06/2016	Associate Deans for Research	COMPLETE	PIRLS outcome and resulting Actions discussed at Concordat Management Group's CROS/PIRLS Survey Analysis Meeting, July 2016.	
	<i>Success measures: NTU-wide participation in PIRLS, data analysed and presented at Concordat Management Group and other appropriate fora (e.g. senior</i>					PIRLS data analysed and discussed at Concordat Management Group. PIRLS/CROS data and Actions were discussed at Town Hall meetings	

	<i>researcher workshops) and used to inform further activities and actions.</i>						
J	<p>Concordat Management Group:</p> <p>Concordat to Support the Career Development of Researchers (Concordat Management Group) to meet three times each year, with named Associate Deans for Research to Chair, and with membership, terms of reference and main standing agenda items for the year to be set out during the November meeting</p>	Principle 7	Feb, May and Nov 2015, and thereafter in Feb, May and Nov each year	Associate Deans For Research	COMPLETE	Membership and ToR were reviewed at October 2016 Concordat Management Group as part of annual business as usual.	Membership, ToR reviewed annually and forwarded to URC for ratification.
	<i>Success measures: Meetings completed, evidenced by meeting notes. Continued progress of actions and activities in support of the career development of NTU research staff.</i>					Agendas, minutes, membership and ToR.	

Guide to the abbreviations used in this document	
ASSOCIATE DEAN FOR RESEARCH	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
RDG	Researcher Development Gateway
(Athena) SWAN	Scientific Women's Academic Network

Key Contacts	
Pro-Vice Chancellor, Research; Athena SWAN Self-Assessment Team (SAT) Chair	Prof. Yvonne Barnett
HR	Clare Wells, Sarah Bailey

CPLD	Dr Lindsay Davies
Concordat Management Group Chair	Prof. Steve Allin (Fiona McKerlie from January 2017)
Former Concordat Management Group Chairs	Prof. Thom Baguley, Dr Stephanie Walker
Equality, Diversity & Inclusion	Dr Angie Pears