HREiR Action plan template 2021-2023

Details

Institution name:	Nottingham Trent University (NTU)	The institutional audience* for this action plan includes:		
Cohort number:	Cohort 8	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	May-21, updated December 2021	Research staff	198	Research Associates, Research Fellows on research only contracts
		Research and teaching staff	652	Research active: broadly teaching and research and teaching and practice colleagues
		Technicians	212	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
Environment and Culture									
Institutions must:									
ECI1	Ensure that all relevant staff are aware of the Concordat	a) Increase awareness of the new Concordat via meetings with existing networks including early career networks in Schools. b) Include Concordat updates in the Research Newsletter. c) Include an overview of the Concordat in the Research Support Webinars / Researcher induction. d) Take opportunities to mention the Concordat via new programme launches and publicity, including the Vice-Chancellor's video launch of Future Research Leaders Programme.	1. Introduce MS Teams polling questions at selected workshops in Spring 2022 and Spring 2023 to ensure awareness is on track for targets below. 2. At least 50% of respondents note they are aware of the Researcher Development Concordat in CEDARS 2021, increasing to at least 65% in CEDARS 2023 3. At least 40% of respondents note they are aware of the HREiR Award in CEDARS 2021, increasing to at least 50% in CEDARS 2023.	Mar/Apr-22 Mar/Apr-23 Jul-21 Jul-23	RDM			No	New
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	a) NTU is committed to tackling race inequality, by becoming members of the Race Equality Charter this provides a framework to challenge racial inequality at an institutional level. Its associated initial action plan commitment to 'Identify and train colleagues from BAME communities to become panel members to support, initially, senior recruitment interviews and complaints and grievance panels.' is being rolled out in 2021. This will support the diversification of recruitment panels, as recommended by our Race, Ethnicity and Cultural Heritage (REACH) staff network members.	1. NTUs Race Equality Action Plan to report findings and progress in 2021 with 90% of action RAG ratings as green. 2. Revised Race Equality Action Plan published based on extensive consultation by December 2021. 3. At least 70% of respondents believe that my institution is committed to equality and diversity' in CEDARS 2021, increasing to at least 80% in the CEDARS 2023. 4. These measures should also be mirrored in NTU's wider staff survey/pulse surveys.	Dec-2021 Jul-2023	HRPM			Yes	P2.1 P6.8
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	a) Promote good mental health and wellbeing through a programme of activities, events and resources hosted on a dedicated My Wellbeing SharePoint site which is easily accessible via to MyHub. b) NTU will reinforce awareness through newsletters, MyHub and newly established online all colleague Q&A sessions led by the Vice-Chancellor. c) Move from the current Managing Academic Workload (MAW) system to the My Academic Portfolio (MAP) which recognises the 3 academic pathways to support effective management of workloads aligned to new pathways.	1. New MAP academic workload system in place with overall positive feedback from users. 2. Increased uptake in My Wellbeing resources and events with at least 90% positive feedback. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023: I believe that my institution actively promotes the importance of health and wellbeing amongst staff. 3. My manager promotes a good work life balance.	Nov-21 May-21 Jul-23	RDM HRPM			No	P6.9
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	a) Encourage line managers to become more aware of mental health and wellbeing via the regular Manager Update newsletters and briefings and encourage them to have regular conversations with individuals and teams about wellbeing. b) HR to provide regular reports to departments on completion of Mandatory Training known as Essential Learning.	1. NTU pulse survey results show positive increase awareness and uptake. 2. Results 1. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023: I believe that my institution actively promotes the importance of health and wellbeing amongst staff. 3. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023: I work in an environment that supports my health and wellbeing. 4. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023: My manager promotes a good work life balance.	Mar-21 Jul-21 Jul- 23	RDM HRPM			Yes	P2.3

	A	B	C	D	E	F	G	H	I	J	K
17	ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	a) Review the May 2021 'Research Ethics Support and Review Processes' report from University Research Integrity Committee (URIC) and operationalise recommendations endorsed by University Research Committee (URC). b) Undertake a review of training to ensure that training is accessible, meets the requirements set out in the URIC report and that the University has a record of who has undertaken training	1. Measured by a satisfactory UKRI report on the elements relating to integrity and ethics. 2. Based on the pilot 2020 CEDARS benchmark of 77%, at least 85% of NTU respondents answer positively to the following 2023 CEDARS questions: 'To what extent do you agree with the following statements in relation to research integrity? Your institution promotes the highest standards of research integrity and conduct?' 3. At least 80% of respondents answer positively to the following 2023 CEDARS question: 'To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of misconduct.'	Dec-22 Jul-22	CHAIR URIC CHAIR URC RDM			No		P6.1
18	ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	a) Undertake the nationally benchmarked CEDARS Survey every 2 years and undertake a review of findings and trends and incorporate these into NTU's Concordat and University wider plans. b) The Valuing Ideas Programme Board will monitor progress of the Researcher Development workstream and associated KPI's. c) The Research and Strategic Partnerships Development Team will review the research environment and culture as part of its plan and written commitments to the University, reimagined strategy.	1. Publish Concordat review and CEDARS survey results ensuring that these are shared widely via research communications and the Valuing Ideas Strategy updates. Concordat review documents citing CEDARS results are publicly available on the website. 2. An improved environment profile in REF 2021 when the results are announced in May 2022. 3. An increase of 10% from CEDARS 2021 of respondents responding positively to the NTU specific question in CEDARS 2023: To what extent do you feel valued for your contribution to NTU's research culture? 4. Successfully launch new 'Research Voices' agenda item at the start of Research Committee.	Jul-21 Jul-23 Annual (VI Reports)	RDM EDR MKTG			No		P6.10 P7.5
19	**Funders must:**										
20	ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	N/A	N/A		P6.6
21	ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	N/A	N/A	N/A	N/A	N/A	N/A	N/A		New
22	ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions	N/A	N/A	N/A	N/A	N/A	N/A	N/A		P6.6
23	**Managers of researchers must:**										
24	ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	a) Provide easy access to Essential Learning programmes related to equality, diversity and inclusion and monitor completion rates through My HR reports. These have been made available online to remove barriers to uptake and managers cannot recommend performance awards where the required mandatory training within NTU's Essential Learning suite has not been completed by the end of the appraisal year. b) In support of NTU's commitment to tackling racial inequalities and becoming an anti-racist institution, a newly developed anti-racism and white privilege training module has been made available for all colleagues to complete online and can be accessed via the Essential Learning Room in NOW. Completion will be monitored regularly through local teams and My Development to be replaced by LXP reporting in 2022.	1. At least 70% of respondents believe that 'my institution is committed to equality and diversity' in CEDARS 2021, increasing to at least 80% in the CEDARS 2023.	Jul-21 Jul-23	RDM HRPM			No		New

	A	B	C	D	E	F	G	H	I	J	K
25	ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	a) Once revised research integrity training is launched, managers will be encouraged to lead by example in their practice and undertake training as appropriate, encouraging their researchers to do so.	1. Launch programme in 2022 with 85% overall satisfaction measured by post event surveys and increasing enagagement over 2022/23. 2. At least 70% of respondents answer positively to the following 2023 CEDARS question: 'To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of misconduct.' 3. At least 80% of respondents answer positively to the following 2023 CEDARS questions: 'To what extent do you agree with the following statements in relation to research integrity? Your institution promotes the highest standards of research integrity and conduct?'	Dec-22 Jul-23	CHAIR URIC CHAIR URC RDM			No		New
26	ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	a) Ensure that EDI and wellbeing are included in induction and are part of staff appraisal discussions. A newly developed NTU set of Principles and Ways is being rolled out in 2021 following extensive colleague engagement.	1. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023: I believe that my institution actively promotes the importance of health and wellbeing amongst staff. I work in an environment that supports my health and wellbeing. My manager promotes a good work life balance. I am familiar with my institution's mechanisms to report discrimination, bullying and harassment. I think staff at my institution are treated fairly, irrespective of any protected characteristics.	Dec-22 Jul-23	HRPM RDM ADRs			No		P6.9
27	ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	a) Agree at local team level an approach to 'Ways of Working' linked to the University redesigned programme following changes to a more flexible approach adopted during the pandemic. b) Share widely Athena SWAN department award successes and flexible working results.	1. HR Pulse survey showing 55% answer positively to question regarding requests for flexible working. 2. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023: to what extent do you agree that your institution treats you fairly in relation to: Requests for flexible working?	May-22 Dec-22 Jul-23	ADRs			No		New
28	ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) The College for Leadership Engagement and Research has started to pilot extended Academic Research Leadership events which include a broader range of research leaders including Research Centre Directors in discussions on maintaining and creating a positive research environment and culture.	1. The wider extended Academic Research Leadership Team events are reviewed regularly and colleagues continue to find value in the sessions measured by agreement to continue and maintaining current participation and engagement levels across all Schools.	Apr-22 Apr-23	ADRs EDR RDM			No		New
29	**Researchers must:**										
30	ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	NTU's staff survey shows the impact of work in this area. No further action required.	N/A	N/A	NA			No		New
31	ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	a) Undertake training arising from requirements set out in the URIC report and monitor via LXP or new platform as appropriate.	1. Measured by a satisfactory UKRI report on the elements relating to integrity and ethics and equality, diversity and inclusion.	Jul-23	RES HRPM			No		P5.3
32	ECR3	Take positive action towards maintaining their wellbeing and mental health	This has been a strong focus in 2020 and 2021 and during the pandemic with a particular emphasis on management responsibility to have conversations and instigate supportive action as appropriate. No further action required.	N/A	N/A	N/A			No		New
33	ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	a) Undertake training arising from requirements set out in the University Research Integrity Committee report.	1. Measured by a satisfactory UKRI report on the elements relating to integrity and ethics and equality, diversity and inclusion. 2. At least 70% of respondents respond positively to the 2023 CEDARS survey questions: to what extent do you agree with the following statement in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of misconduct	Sep-22	RES HRPM			No		P6.9

	A	B	C	D	E	F	G	H	I	J	K
34	ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) Create new opportunities at key University committees supplemented by introduction of 'Research Voices' at the start of the meeting where appropriate.	1. Minutes of URDC, ARLT and URDC show good engagement with policy and discussions. 2. 'Research Voices' agenda item well received by researchers as an opportunity to influence the research environment and culture based on their experience measured via qualitative feedback.	Dec-22 Jul-23	RDM			Yes		P3.13
35	**Employment**										
36	**Institutions must:**										
37	EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	a) NTU has made a commitment to the Race Equality Charter and has an associated action plan commitment to identify and train colleagues from BAME communities to become panel members to support, initially, senior recruitment interviews and complaints and grievance panels. b) Provide feedback to unsuccessful candidates following interviews.	1. Training of Black and Minority Ethnic colleagues taken place to join senior recruitment panels. 2. At least 70% of respondents who have been recruited in the last two years respond positively to the 2023 CEDARS survey questions: I believe my recruitment was: a) fair b) inclusive c) transparent	Jan-22 Jul-23	HRPM			Yes		P1.2 P6.2 P6.7
38	EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback. b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now due to the pandemic many colleagues will be joining NTU remotely.	1. At least 80% of respondents answer positively to overall satisfaction after attending a live researcher induction event measured by Online Surveys by March and October 2022.	Mar-22 and Oct-22	RDM			Yes		P3.6
39	EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback. b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.	1. Establish new worksteam and plan led by ADR with positive feedback gained at networking events and pulse surveys. 2. At least 50% of respondents answer positively to the following CEDARS question in 2021, rising to 65% in 2023: Please indicate your level of agreement or disagreement with the following statements. I believe that the promotion pathways and processes at my institution are clear to me and I believe that my institution has fair and inclusive opportunities based on merit for career progression and promotion.	May-22 Jul-23	EDR RDM HRPM ADRs			No		P2.6 P6.3 P6.4 P6.7
40	EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback. b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.	1. The Valuing Ideas Programme Board performance indicators for CLEaR and Researcher Development are met annually.	Annually and Jul-23	RDM			No		P2.3
41	EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback. b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.	1. At least 55% of respondents answer positively to the following CEDARS question in 2021, rising to 65% in 2023: How useful did you find staff review/appraisal process?	Jul-21 Jul-23	HRPM			Yes. Focus moves from completion rates to perceived value.		P2.6 P6.3 P6.4

	A	B	C	D	E	F	G	H	I	J	K
42	EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback. b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.	1. By the end of 2022 the Concordat Management Group will report on progress and future steps this will link into a broader NTU wide approach to talent management in development.	Dec-22	RDM HRPM CC EDR			No		P1.3 P2.1 P2.2
43	EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision- making	a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback. b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.	1. Level of engagement measured by minutes of committees showing contribution of Research Only and Early Career Researchers. 2. At least 50% of respondents respond positively in CEDARS 2021 rising to 60% in 2023 to the question: To what extent do you agree that NTU provides opportunities to participate in decision- making processes (e.g. committees)?	Apr-22 Jul-21 Jul-23	EDR RDM HRPM ADRs			No		P3.13
44	**Funders must:**										
45	EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	N/A	N/A		P2.4
46	EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	N/A	N/A	N/A	N/A	N/A	N/A	N/A		New
47	EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	N/A	N/A	N/A	N/A	N/A	N/A	N/A		P2.4
48	EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	N/A	N/A	N/A	N/A	N/A	N/A	N/A		New
49	**Managers of researchers must:**										
50	EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	a) NTU's College for Leadership Engagement and Research (CLEaR) will be established internally and externally as a go to resource which aligns researcher development opportunities with researcher leadership roles and evaluates these against given PIs. b) Establish a Task and Finish group to review role descriptors for Research Centre Directors/Leads incorporating development of Researchers and gain concensus for broad principles to be interpreted at School level. c) Launch inaugural Vice-Chancellor's Future Research Leaders 12 month Programme to start September 2021 and run annually thereafter. d) All research managers should be encouraged to engage with leadership training in order to improve their skills as research leaders and be a role model for their teams. This will be supported by expanding NTU's College for Leadership Engagement and Research (CLEaR) offer and increasing visibility.	1. Establish and maintain a target figure of 1,000 visitors annually to the College for Leadership Engagement and Research(CLEaR) SharePoint pages measured by SharePoint site reports. 2. Achieve at least 80% overall satisfaction with development workshops as measured via the Online Surveys platform and with at least 75% of managers stating that they would recommend programmes to colleagues. 3) At least 60% of respondents respond positively to the 2023 CEDARS question: Please indicate your confidence in your ability to be inclusive, equitable and transparent in recruitment practices. 4) At least 60% of respondents respond positively to the 2023 CEDARS question: Please indicate your confidence in your ability to respond to any issues relating to health and wellbeing.	Annual Jul-23	RDM			No		P2.3
51	EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	a) Engage with post award support and workshops including the 'Leading as Principal Investigator' programme run through the College for Leadership Engagement and Research as appropriate.	1. At least 20 researchers successfully complete Leading as PI annually with a total of 60 completions expected by 2023.	Annual Jul-23	RDM			No		P2.2
52	EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	a) NTU has made a commitment to the Race Equality Charter and has an associated action plan commitment to identify and train colleagues from BAME communities to become panel members to support, initially, senior recruitment interviews and complaints and grievance panels. b) Managers will provide feedback to unsuccessful candidates following interviews.	1. Pulse surveys show progress with increasing numbers (10%) reporting recruitment to be fair and transparent. 2. At least 70% of respondents who have been recruited in the last two years respond positively to the 2023 CEDARS survey questions: I believe my recruitment was: a) fair b) inclusive c) transparent	May-22 Jul-23	HRPM			Yes		P6.3

	A	B	C	D	E	F	G	H	I	J	K
53	EM4	Actively engage in regular constructive performance management with their researchers	Review how Individual Research Plans are being used in Schools annually leading to meaningful conversations about plans for research.	1. Following introduction of IRPs to Research Only colleagues in Spring 2022, Schools report an increased engagement in training and career development conversations linked to appraisals. 50% of those surveyed to have had a positive expereince in the first year of introduction.	Mar-23	RDM ADRs			Yes		P2.3
54	EM5	Engage with opportunities to contribute to relevant policy development within their institution	a) We are expanding representation by including T&P colleagues on Research and School Committees and we will recruit further Concordat Champions to extend engagement.	1. Increased engagement by T&P colleagues evidenced by minutes of committees. 2. At least 50% of respondents respond positively in CEDARS 2021 rising to 60% in 2023 to the question: To what extent do you agree that NTU provides opportunities to participate in decision- making processes (e.g. committees)?	May-21 Jul-21 and Jul-23	EDR ADRs			No		New
55	**Researchers must:**										
56	ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	a) As appropriate attend induction, post-award support workshops and work closely with their managers and Principal Investigators to understand requirements. No further action required.	N/A	N/A	N/A			No		New
57	ER2	Understand their reporting obligations and responsibilities	No further action required.	N/A	N/A	N/A			No		New
58	ER3	Positively engage with performance management discussions and reviews with their managers	Note: we continue to monitor appraisal completions across NTU annually which already show extremely high levels of engagement. No further action required.	N/A	N/A	N/A			No		P5.6
59	ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Note: researchers are represented on School Committees. No further action required,	N/A	N/A	N/A			No		P5.2
60	**Professional and Career Development**										
61	**Institutions must:**										
62	PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	a) Increase the programme of support for researchers through the My Development SharePoint site and College for Leadership Engagement and Research (CLEaR).	1. Reports from newly commissioned LXP show an increase in days for cpd up 20% from 2021 levels. 2. At least 40% of respondents answer that they have undertaken10 days or more professional development to the 2023 CEDARS survey question: During the past 12 months approximately how many days have you spent on training and other continuing professional development activities?	Jul-23	RDM			No		P3.1 P3.3 P5.5
63	PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	a) The new online programme 'Leading at NTU' was launched in 2021 bring together the key components of Leading my Department and Leading my Team.	1. At least 60% of respondents respond positively to the 2021 CEDARS survey question, rising to 75% in 2023: My immediate manager provides clear, constructive and timely feedback on my performance.	Jul-21 Jul-23	RDM HRPM			No		P3.10
64	PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	a) Review successful approaches within the sector and explore opportunities. Trial some new approaches within the College for Leadership Engagement and Research by early 2022.	1. At least 35% of respondents respond positively to the question in 2023: you have discussed your career options within and beyond academia with a careers specialist.	Jul-23	RDM EDR			No		P3.1
65	PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	a) Pilot an Early Career Programme 'Leading my First Research Project' by August 2021 within the College for Leadership Engagement and Research (CLEaR) supported by NTU researchers who have successfully making the transition towards independent researcher status, contributing to the delivery of the programme.	1. At least 60% of respondents respond positively to the 2023 CEDARS question: to what extent do you agree that you have time to develop your research identity and broader leadership skills?	Jul-23	RDM			No		P3.11 P3.14
66	PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	a) Provide greater visibility to secondment opportunities, placements through our knowledge exchange and research and strategic partnerships teams and as appropriate through the research services newsletter. b) Raise the profile of knowledge exchange through having this specifically outlined in School Research and Innovation Plans. c) Raise the profile of knowledge exchange through the Knowledge Exchange Framework (KEF) cluster	1. At least 50% of respondents respond positively to the 2023 CEDARS questions: I have opportunities to engage in the following wider aspect of the research system: knowledge exchange 2. At least 15% of respondents respond positively to the 2023 CEDARS questions: I have opportunities to engage in the following wider aspect of the research system: experience of other sectors.	Annual Jul-23	RDM CC EDR			No		P3.2 P3.4

	A	B	C	D	E	F	G	H	I	J	K
67	PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	a) Maintain existing high levels of appraisal completions including personal development plans monitored through MyHR reports.	1. Review cpd through IRPs to ensure these are being used across Schools and LXP reports for other forms of cpd and uptake of training. IRPs to be intrduced successfully to Research Only colleagues with evaluation reporting to ARLT by Dec 22.	Dec-22	RDM CC HRPM EDR ADRs			No		New
68	**Funders must:**										
69	PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	N/A	N/A	N/A	N/A	N/A	N/A	N/A		P3.7 P3.9
70	PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	N/A	N/A	N/A	N/A	N/A	N/A	N/A		New
71	PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	N/A	N/A	N/A	N/A	N/A	N/A	N/A		New
72	**Managers of researchers must:**										
73	PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	a) Monitor appraisal completions across NTU annually b) Review the effectiveness of appraisals and career development reviews.	1. NTU Pulse surveys show increasing response to enagement with career development discussions, broken down by School. 2. At least 60% of respondents respond positively to the 2021 CEDARS survey question, rising to 75% in 2023: My immediate manager provides clear, constructive and timely feedback on my performance.	Annual and Jul-21 Jul-23	HRPM RDM			Yes. Focus moves from completion rates to perceived value and development conversations.		P2.3
74	PCDM2 HREiR Acti	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments on plan, Vitae 2020	a) Scale up Researcher Mentoring for colleagues on research only contracts, and recruit a wider pool of more mentors. b) Pilot a career development workshop in 2021 and evaluate including how this can link to mentoring.	1. ADR to lead on new mentoring workstream Developing Professoriate as Expert Mentors with Pilot programme showing 85% overall satisfaction and post training programme showing an increase in positive scores against criteria. 2. At least 50% of respondents respond positively to the 2021 CEDARS survey question, rising to 60% in 2023: My immediate manager supports me in my broader career aspirations.	May-22 and Jul-23	RDM			No		P3.4 P3.8 P5.5
75	PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	a) Procure an NTU wide AI enabled Learning Experience Platform (LXP) system to facilitate recording of researchers and their managers professional development activity contributing towards researchers' minimum of 10 days' development pro rata per annum. b) Increase research staff and research managers' awareness of the different forms of development that might contribute towards the minimum of ten days' professional development pro rata per year.	1. At least 60% of respondents respond positively to the 2021 CEDARS survey question, rising to 75% in 2023: During the past 12 months approximately how many days have you spent on training and other continuing professional development activities?	Dec-22 Jul-23	ADRs CC RDM			No		New
76	PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	a) Incorporate development opportunities for research only staff at all career stages in the researcher development programme with greater emphasis on early career development through the College for Leadership Engagement and Research.	1. At least 40% of respondents answer that they have undertaken10 days or more professional development to the 2023 CEDARS survey question: 'During the past 12 months approximately how many days have you spent on training and other continuing professional development activities?' Note: NTU is slightly ahead of the sector benchmark of 14% from the pilot 2020 CEDARS survey with 17% and 19% respectively reported in CROS and PIRLS 2019. 2. Research only colleagues workstream established and led by an ADR to report to Academic Research Leadership Team on progess. Provide a briefing on workstream to research only colleagues at extended ARLT.	Jul-23	ADRs RDM			No		P3.6 P3.9 P5.5
77	PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	a) Launch the 12 month Vice-Chancellor's Future Research Leaders Programme and run annually. b) Continue to evolve and deliver the successful Leading as PI Programme. c) Encourage wider academic uptake of the Leading at NTU programme run by Organisational Development.	1. Measured by a successful inaugural programme launch of Future Research Leaders in 2021 with a final showcase in 2022. Applicants will have to present how their learning will be shared within their School, department or Research Centre. 2. At least 20 researchers successfully complete Leading as PI annually with a total of 60 completions expected by 2023.	Annual and Aug-23	RDM EDR			No		New

	A	B	C	D	E	F	G	H	I	J	K
78	**Researchers must:**										
79	PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	a) Use and engage with appraisal to reflect on their progress towards their career goals and identify development opportunities to support their career development. b) Raise awareness of the many forms that development can take through via the My Development SharePoint site.	1. Establish Early Career Researcher Workstream led by ADR and informed be ECR community and agree NTU's definition of an ECR. 2. Against a sector benchmark from the 2020 CEDARS pilot survey of 62%, that at least 75% of NTU respondents respond positively to the 2023 CEDARS survey question: To what extent are you aware of the support NTU provides for your career and professional development? 3. Maintain at least 1,000 views per annum on College for Leadership Engagement and Research SharePoint site and 2,000 views per annum on the Research Innovation and Practice SharePoint pages. 4. At least 30% of research colleagues respond positively that they have time to develop their broader leadership skills in CEDARS 2021, rising to 50% in 2023 CEDARS.	ANNUAL and Jul-21 Jul-23	HRPM ADRs RES			No		P5.5
80	PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	a) Promote and scale up NTU's researcher mentoring and use of mentoring resources to support a range of employment and career options across different sectors. b) Enabling colleagues to recognise their development through improved mentoring conversations. Review use of research resume or similar tools.	1. Measured by a 25% increase in successful NTU Researcher Mentoring pairings by 2023.	Jul-22	RDM					P3.8
81	PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	a) Encourage researchers to keep their development plans up to date through their annual appraisal. b) Develop academic CV surgeries to improve the quality of job applications.	1. CV sessions will be built into the College for Leadership Engagement and Research offer by 2022 combined with mentoring on the more in depth programmes, measured by a 10% increase from the 2021 survey of respondents who respond positively in CEDARS in 2023 to the question: You maintain a formal record of your continuing professional development activities? 2. Overall satisfaction measures recorded via post-event surveys to exceed 85% in 2022/23.	Dec-22 Jul-23	RDM			No		P5.5
82	PCDR4	Positively engage in career development reviews with their managers	Note: appraisal completion rates and levels of engagement are extremely high - no further action required.	N/A	N/A	N/A			No		P3.10
83	PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	a) Develop a new programme through NTU's College for Leadership Engagement and Research (CLEaR) that offers leadership training to a wider group than the Vice-Chancellor's Future Research Leaders programme and opens up leadership development opportunities.	1. VI Board reporting shows good engagement with CLEaR. 2. At least 50% of research colleagues note that they have time to develop their broader leadership skills in CEDARS 2023. 3. At least 30% of research colleagues note that they opportunities to participate in decision- making processes (e.g. committees) in CEDARS.	Jul-23	RDM EDR			Yes		P5.5
84	PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	a) Develop a Public Engagement with Research Strategy and through the 'Research redesigned' campaign showcase public engagement and knowledge exchange as part of the Research Innovation and Practice portfolio. b) Build on the successful Impact on Policymakers programme run in March 2021 and develop a suite of resources and further development opportunities to support researchers in influencing policymakers.	1. ADR to establish PER workstream and provide regular progress updates to Academic Research Leadership Team informed by researchers. 2. At least 50% of respondents respond positively to the 2023 CEDARS questions: I have opportunities to engage in the following wider aspect of the research system: knowledge exchange and impact 3. At least 20% of respondents respond positively to the 2021 CEDARS question rising to 25% in 2023: I have opportunities to engage in the following wider aspect of the research system: public policy development.	May-21 Jul-21 and Jul-23	RDM CC			No		P5.2
85	* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.										
86	ADRs - Associate Deans Research										
87	BAME - Black and minority ethnic										
88	CEDARS - Culture, Employment and Development in Academic Research Survey										

	A	B	C	D	E	F	G	H	I	J	K
89		CLEaR College for Leadership Engagement and Research									
90		CC - Concordat Champions									
91		EDR - Executive Dean Research									
92		HRPM - HR Project Manager									
93		MyHR - NTU's HR System									
94		NOW - NTU Online Workspace or Learning Room									
95		REACH Network - Race, Ethnicity and Cultural Heritage Staff Network									
96		RDM - Researcher Development Manager									
97		LXP - Learning Experience Platform									
98		URIC - University Research Integrity Committee									
99		URC - University Research Committee									
100											