

8th Jan 2021

HR Excellence in Research and Concordat for Researcher Development Action Plan 2020 to 2022

A full list of abbreviations is included at the end of this document.

Cohort number:	1	Audience:
Date of submission:	September 2020	Research colleagues in our three Faculties: HASS FMS SAGe

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
EC11	Ensure that all relevant staff are aware of the Concordat	<p>Faculty Deans of R&I/RM communicate the Concordat to their RAs and PIs (ensuring that information is communicated by different sources and different levels in the University, from University and Faculty committees with responsibility for research down to group leads in individual schools and institutes).</p> <p>OD Welcome Event includes obligations re Concordat. Cover letter for Research colleagues' new hires includes Concordat. Skills Academy Communications Plan to include communication of Concordat via NU Connections and other means as required.</p> <p>SAGe: Recruitment of new Directors of Research to provide greater leadership for implementation of Concordat action plan/ development of postdoctoral community/ ownership of improved research culture/ leadership of training and development opportunities</p>	<p>Confirmation from Faculty Deans in their updates 2021/22.</p> <p>Numbers of researchers attending Welcome Events 150 (increase from 114 in 2019/20).</p> <p>Skills Academy Communications Plan includes Concordat</p> <p>One Director per school</p>	<p>On going</p> <p>Sept 2021</p>	<p>Faculty Deans of Research and Innovation, Research Managers, Organisational Development, Research Strategy Manager re Skills Academy</p> <p>SAGe Dean of Research and Innovation</p>		

ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	There is an ongoing review process for all People Services policies. Review of academic promotions (includes research reps) is included in this and the fixed term contracts policy. Communication takes place to all colleagues including research colleagues.	Ongoing review process.	Ongoing	Head of People Operations		
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	<p>Promotion of support available through the Wellbeing Strategy (committee and action plan) to research colleagues particularly the Employee Assistance Programme (EAP)</p> <p>RESET framework available for research colleagues to use.</p> <p>Review of reporting methods to develop a system for reporting bullying and harassment e.g.: 'safe harbours'</p>	<p>Promotions materials to colleagues e.g.: EAP via webinars etc</p> <p>4 RESET sessions run across the Faculties.</p> <p>Report and recommendations on use of e.g.: 'safe harbours'.</p>	<p>Commenced summer 2020 and ongoing</p> <p>Sept 2020</p> <p>December 2022</p>	<p>Head of People Solutions</p> <p>Head of People Engagement and Culture</p> <p>Dean of Research Culture and Strategy</p>		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	<p>Managers Essentials will include training in EDI.</p> <p>Projects currently including Wellcome Trust EDI project, EPSRC Inclusion Matters and Diversity by Design work to develop research leaders to lead on EDI in progress.</p> <p>Developing mental health awareness training for colleagues including managers.</p> <p>Promotion of support available through the Wellbeing Strategy (committee and action plan) to research colleagues particularly the Employee Assistance Programme (EAP)</p> <p>RESET framework available for research colleagues to use.</p> <p>Review of reporting methods to develop a system for reporting bullying and harassment e.g.: 'safe harbours'</p>	<p>30 PIs trained 2020-2021 in Managers Essentials EDI Workshop.</p> <p>Programme available for PIs to access from People Services site.</p> <p>Promotions materials to colleagues e.g.: EAP via webinars etc</p> <p>4 RESET sessions run across the Faculties.</p> <p>Report and recommendations on use of e.g.: 'safe harbours'.</p>	<p>Launch Jan 2021</p> <p>Level 1 online training December 2020</p> <p>Commenced summer 2020 and ongoing</p> <p>Sept 2020</p> <p>December 2022</p>	<p>Head of People, Engagement and Culture with Head of EDI and Head of People Solutions.</p> <p>Dean of Research Culture and Strategy</p> <p>Head of People Solutions</p> <p>Head of People Solutions</p> <p>Head of People Engagement and Culture</p> <p>Dean of Research Culture and Strategy</p>		

ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	The University's current provision relating to training on research integrity is under review. The review is being led by the recently appointed University Convenor for Research Integrity & Ethics overseen by the Dean of Research Culture & Strategy. As subscribers to the UK Research Integrity Office the University is also engaging with UKRIO in order to provide training and share best practice with colleagues responsible for investigating allegations of research misconduct. The intention is to implement a revised training package during the 20/21 academic year.	Research Integrity training programme available to researchers.	Review Oct 2021	University Convenor of Research Integrity and Ethics, Research Strategy Manager re Skills Academy. Dean of Research Culture and Strategy		
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	Action to establish a working group to commence this as part of Skills Academy and develop KPIs. Link with other reflective practice activity such as Engage & Aspire to focus on output (research culture) rather than focusing on input.	Working group established to agree measures and baseline figures	July 2021 review	Dean of Research Culture and Strategy, Research Strategy Manager for research environment KPIs		
Funders must:							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	NA					
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	NA					
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	NA					

Managers of researchers must:							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	<p>Promotion of support available through the Wellbeing Strategy (committee and action plan) to research colleagues particularly the Employee Assistance Programme (EAP)</p> <p>RESET framework available for research colleagues to use.</p> <p>Review of reporting methods to develop a system for reporting bullying and harassment e.g.: 'safe harbours'</p> <p>Managers Essentials will include training in EDI.</p> <p>Projects currently including Welcome Trust EDI project, EPSRC Inclusion Matters and Diversity by Design work to develop research leaders to lead on EDI in progress.</p> <p>Developing mental health awareness training for colleagues including managers.</p>	<p>Promotions materials to colleagues e.g.: EAP via webinars etc</p> <p>4 RESET sessions run across the Faculties.</p> <p>Report and recommendations on use of e.g.: 'safe harbours'.</p> <p>30 PIs trained 2020-2021 in Managers Essentials EDI Workshop.</p> <p>Programme available for PIs to access from People Services site.</p>	<p>Commenced summer 2020 and ongoing</p> <p>Sept 2020</p> <p>December 2022</p> <p>Launch Jan 2021</p> <p>Level 1 online training December 2020</p>	<p>Head of People, Engagement and Culture with Head of EDI and Head of People Solutions.</p> <p>Head of People Engagement and Culture</p> <p>Dean of Research Culture and Strategy</p> <p>Head of People, Engagement and Culture with Head of EDI and Head of People Solutions.</p> <p>Dean of Research Culture and Strategy</p> <p>Head of People Solutions</p>		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	The University's current provision relating to training on research integrity is under review. The review is being led by the recently appointed University Convenor for Research Integrity & Ethics overseen by the Dean of Research Culture & Strategy. As subscribers to the UK Research Integrity Office the University is also engaging with UKRIO in order to provide training and share best practice with colleagues responsible for investigating allegations of research misconduct. The intention is to implement a revised training package during the 20/21 academic year.	Research Integrity training programme available to researchers.	Review Oct 2021	<p>University Convenor of Research Integrity and Ethics, Research Strategy Manager re Skills Academy.</p> <p>Dean of Research Culture and Strategy</p>		

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	<p>Managers Essentials will include training in EDI.</p> <p>Projects currently including Welcome Trust EDI project, EPSRC Inclusion Matters and Diversity by Design work to develop research leaders to lead on EDI in progress.</p> <p>Developing mental health awareness training for colleagues including managers.</p> <p>Action to establish a working group to commence this as part of Skills Academy and develop KPIs.</p> <p>Link with other reflective practice activity such as Engage & Aspire to focus on output (research culture) rather than focusing on input.</p>	<p>30 PIs trained 2020-2021 in Managers Essentials EDI Workshop.</p> <p>Programme available for PIs to access from People Services site.</p> <p>Working group established to agree measures and baseline figures</p>	<p>Launch Jan 2021</p> <p>Level 1 online training December 2020</p> <p>July 2021 review</p>	<p>Head of People, Engagement and Culture with Head of EDI and Head of People Solutions.</p> <p>Dean of Research Culture and Strategy</p> <p>Head of People Solutions</p> <p>Dean of Research Culture and Strategy, Research Strategy Manager for research environment KPIs</p>		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	<p>SAP Development group are adding in an extra field of analysis in order to record and report on requests.</p> <p>Support for staff groups are promoted to research colleagues.</p>		<p>December 2020 review</p> <p>Ongoing</p>	<p>SAP Development Group</p> <p>A range of people responsible across the University.</p>		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	<p>Opportunities already given to participate in Skills Academy, Developing Excellent Researchers (DER) Sub Committee and University Research and Innovation Committee (URIC).</p> <p>Faculty Deans of R&I to continue to promote opportunities available at Dean's Updates.</p> <p>DER membership reviewed on an annual basis.</p>	<p>Representation by research colleagues at these groups e.g.: 2 per from each Faculty at DER Sub Committee.</p>	<p>Ongoing</p> <p>Oct 2021</p>	<p>Dean of Research Culture and Strategy</p> <p>Faculty Deans of Research and Innovation, Research Managers and Organisational Development</p>		

Researchers must:							
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	<p>The University's current provision relating to training on research integrity is under review. The review is being led by the recently appointed University Convenor for Research Integrity & Ethics overseen by the Dean of Research Culture & Strategy. As subscribers to the UK Research Integrity Office the University is also engaging with UKRIO in order to provide training and share best practice with colleagues responsible for investigating allegations of research misconduct. The intention is to implement a revised training package during the 20/21 academic year.</p> <p>Action to establish a working group to commence this as part of Skills Academy and develop KPIs.</p> <p>Link with other reflective practice activity such as Engage & Aspire to focus on output (research culture) rather than focusing on input.</p>	<p>Research Integrity training programme available to researchers.</p> <p>Working group established to agree measures and baseline figures</p>	<p>Review Oct 2021</p> <p>July 2021 review</p>	<p>University Convenor of Research Integrity and Ethics, Research Strategy Manager re Skills Academy.</p> <p>Dean of Research Culture and Strategy</p> <p>Dean of Research Culture and Strategy, Research Strategy Manager for research environment KPIs</p>		
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	<p>The University's current provision relating to training on research integrity is under review. The review is being led by the recently appointed University Convenor for Research Integrity & Ethics overseen by the Dean of Research Culture & Strategy. As subscribers to the UK Research Integrity Office the University is also engaging with UKRIO in order to provide training and share best practice with colleagues responsible for investigating allegations of research misconduct. The intention is to implement a revised training package during the 20/21 academic year.</p> <p>Action to establish a working group to commence this as part of Skills Academy and develop KPIs.</p> <p>Link with other reflective practice activity such as Engage & Aspire to focus on output (research culture) rather than focusing on input.</p> <p>Action to establish a working group to commence this as part of Skills Academy and develop KPIs.</p>	<p>Research Integrity training programme available to researchers.</p> <p>Working group established to agree measures and baseline figures</p> <p>Working group established to agree measures and baseline figures</p>	<p>Review Oct 2021</p> <p>July 2021 review</p> <p>July 2021 review</p>	<p>University Convenor of Research Integrity and Ethics, Research Strategy Manager re Skills Academy.</p> <p>Dean of Research Culture and Strategy</p> <p>Dean of Research Culture and Strategy, Research Strategy Manager for research environment KPIs</p> <p>Dean of Research Culture and Strategy, Research Strategy Manager for research environment KPIs</p>		

ECR3	Take positive action towards maintaining their wellbeing and mental health	<p>Promotion of support available through the Wellbeing Strategy (committee and action plan) to research colleagues particularly the Employee Assistance Programme (EAP)</p> <p>RESET framework available for research colleagues to use.</p>	<p>Promotions materials to colleagues e.g.: EAP via webinars etc</p> <p>4 RESET sessions run across the Faculties.</p>	<p>Commenced summer 2020 and ongoing</p> <p>Sept 2020</p>	<p>Head of People Solutions</p> <p>Head of People Engagement and Culture</p>		
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	<p>Included in People Services new case logging system</p> <p>Promotion of support available through the Wellbeing Strategy (committee and action plan) to research colleagues particularly the Employee Assistance Programme (EAP)</p> <p>RESET framework available for research colleagues to use.</p> <p>Review of reporting methods to develop a system for reporting bullying and harassment e.g.: 'safe harbours'</p>	<p>System amended.</p> <p>Promotions materials to colleagues e.g.: EAP via webinars etc</p> <p>4 RESET sessions run across the Faculties.</p> <p>Report and recommendations on use of e.g.: 'safe harbours'.</p>	<p>December 2021 review</p> <p>Commenced summer 2020 and ongoing</p> <p>Sept 2020</p> <p>December 2021</p>	<p>Head of People Operations</p> <p>Head of People Solutions</p> <p>Head of People Engagement and Culture</p> <p>Dean of Research Culture and Strategy</p>		
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	<p>SAGe FRIC has revised terms of reference and increased opportunities for researcher representation.</p> <p>Opportunities already given to participate in Skills Academy, Developing Excellent Researchers (DER) Sub Committee and University Research and Innovation Committee (URIC).</p> <p>Faculty Deans of R&I to continue to promote opportunities available at Dean's Updates.</p> <p>DER membership reviewed on an annual basis.</p>	<p>Representation by research colleagues at these groups e.g.: 2 per from each Faculty at DER Sub Committee.</p>	<p>Ongoing</p> <p>Oct 2021</p>	<p>Dean of Research and Innovation and Research Manager in SAGe</p> <p>Dean of Research Culture and Strategy</p> <p>Faculty Deans of Research and Innovation, Research Managers, Organisational Development</p>		

Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	<p>Implementation of Race Equality Charter (REC), developing action plans/workstreams which includes research colleagues) It will cover methods of advertising, shortlisting, diversity on panels, how we select and assess and identify talent.</p> <p>Culture and values project to develop an inclusive process for recruitment, assessment of people through the process.</p>	<p>REC self-assessment team includes all areas of University and research colleague representatives.</p> <p>Presentation to PMG</p>	<p>Review Oct 2021</p> <p>Oct 2020 presentation to PMG re initial thoughts, Jan 2021 review</p>	<p>Head of Talent Acquisition, Dean of Research Culture and Strategy</p> <p>Head of People Engagement and Culture</p>		
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	<p>Culture and Values Project including staff induction and Managers Essentials.</p> <p>Faculties to continuously improve their Faculty Induction Programmes working with the Induction and On-boarding group.</p>	<p>Numbers of researchers attending Welcome Events 150 (increase from 114 in 2019/20).</p> <p>30 PIs trained 2020-2021 in Managers Essentials and new PI Development Programme.</p>	<p>July 2022 review</p>	<p>Head of People Engagement and Culture, Dean of Research Culture and Strategy</p> <p>Faculty Deans of Research and Innovation and Research Managers</p>		
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	<p>Commencing autumn 2020, a University wide review of reward practices and policy will include consideration of research colleagues.</p>	<p>Participation of 2 research colleagues in the review to contribute to findings.</p>	<p>2021 review (final project end 2022)</p>	<p>Head of People Solutions</p>		
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	<p>Culture and Values Project Leadership Programme and Managers Essentials.</p>	<p>30 PIs trained 2020-2021 in Managers Essentials and new PI Development Programme</p>	<p>Launch Jan 2021</p>	<p>Head of People Engagement and Culture</p>		

E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Culture and Values Project Leadership Programme and Managers Essentials implementation. Engage & Aspire: Career conversations project implementation	Evaluation of programmes: target attendees, numbers attending. Evaluation process to be developed.	Launch Jan 2021 Review re Evaluation process June 2021	Head of People Engagement and Culture		
E16	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	New Fixed Term Contract policy to be implemented. Proactive conversion of FTC to open ended contracts: stats on these reviewed quarterly and reported to PMG.	New policy in place.	Review December 2021	Head of People Operations		
E17	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	Promotion of opportunities to participate in e.g.: DER Subcommittee, Skills Academy, NUcores, Faculty Research & Innovation Committees and RA Networks organisation and management. Opportunities already given to participate in Skills Academy, Developing Excellent Researchers (DER) Sub Committee and University Research and Innovation Committee (URIC). Faculty Deans of R&I to continue to promote opportunities available at Dean's Updates. DER membership reviewed on an annual basis.	Representation by research colleagues at these groups e.g.: 2 per from each Faculty at DER Sub Committee.	Ongoing Ongoing Oct 2021	Dean of Research Culture and Strategy Faculty Deans of Research and Innovation, Research Managers, Organisational Development, Research Strategy Manager Dean of Research Culture and Strategy Faculty Deans of Research and Innovation, Research Managers, Organisational Development		
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	NA					
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	NA					
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job	NA					

	security, and provide opportunities for career progression						
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	NA					
Managers of researchers must:							
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	<p>Culture and Values Project Leadership Programme and Managers Essentials implementation.</p> <p>Engage & Aspire: Career conversations project implementation</p>	<p>Evaluation of programmes: target attendees, numbers attending.</p> <p>Evaluation process to be developed.</p>	<p>Launch Jan 2021</p> <p>Review re Evaluation process June 2021</p>	Head of People Engagement and Culture		
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	<p>Managers Essentials (which includes understanding of the Concordat).</p> <p>Culture and Values Project Leadership Programme and Managers Essentials implementation.</p> <p>Engage & Aspire: Career conversations project implementation</p>	<p>Evaluation of programmes: target attendees, numbers attending.</p> <p>Evaluation process to be developed.</p>	<p>Launch Jan 2021</p> <p>Review re Evaluation process June 2021</p>	Head of People Engagement and Culture		

EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	<p>Academic promotions review panels in place at Unit level with researcher representation on the panels.</p> <p>There is an ongoing review process for all People Services policies. Review of academic promotions (includes research reps) is included in this and the fixed term contracts policy. Communication takes place to all colleagues including research colleagues.</p> <p>Implementation of Race Equality Charter (REC), developing action plans/workstreams which includes research colleagues) It will cover methods of advertising, shortlisting, diversity on panels, how we select and assess and identify talent.</p> <p>Culture and values project to develop an inclusive process for recruitment, assessment of people through the process.</p>	<p>Ongoing review process.</p> <p>REC self-assessment team includes all areas of University and research colleague representatives.</p> <p>Presentation to PMG</p>	<p>Ongoing</p> <p>Review Oct 2021</p> <p>Oct 2020 presentation to PMG re initial thoughts, Jan 2021 review</p>	<p>Head of People Operations</p> <p>Head of Talent Acquisition , Dean of Research Culture and Strategy</p> <p>Head of People Engagement and Culture</p>		
EM4	Actively engage in regular constructive performance management with their researchers	<p>Culture and Values Project Leadership Programme and Managers Essentials implementation.</p> <p>Engage & Aspire: Career conversations project implementation</p>	<p>Evaluation of programmes: target attendees, numbers attending.</p> <p>Evaluation process to be developed.</p>	<p>Launch Jan 2021</p> <p>Review re Evaluation process June 2021</p>	Head of People Engagement and Culture		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	<p>Participation in the DER Subcommittee, Skills Academy</p> <p>Representatives on FRICs</p>	Two representatives per Faculty on DER Subcommittee	Oct 2022	<p>Dean of Research Culture and Strategy</p> <p>DER Chair, Deans of Research and Innovation, Research Managers</p> <p>Research Strategy Manager</p>		

Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	<p>Culture and Values Project including staff induction and Managers Essentials.</p> <p>Faculties to continuously improve their Faculty Induction Programmes working with the Induction and On-boarding group.</p>	<p>Numbers of researchers attending Welcome Events 150 (increase from 114 in 2019/20).</p> <p>30 PIs trained 2020-2021 in Managers Essentials and new PI Development Programme.</p>	July 2022 review	<p>Head of People Engagement and Culture, Dean of Research Culture and Strategy</p> <p>Faculty Deans of Research and Innovation, Research Managers</p>		
ER2	Understand their reporting obligations and responsibilities	<p>Culture and Values Project including staff induction and Managers Essentials.</p> <p>Faculties to continuously improve their Faculty Induction Programmes working with the Induction and On-boarding group.</p>	<p>Numbers of researchers attending Welcome Events 150 (increase from 114 in 2019/20).</p> <p>30 PIs trained 2020-2021 in Managers Essentials and new PI Development Programme.</p>	July 2022 review	<p>Head of People Engagement and Culture, Dean of Research Culture and Strategy</p> <p>Faculty Deans of Research and Innovation, Research Managers</p>		
ER3	Culture and Values Project Leadership Programme and Managers Essentials implementation.	<p>Evaluation of programmes: target attendees, numbers attending.</p> <p>Engage & Aspire: Career conversations project implementation</p>	<p>Evaluation process to be developed.</p>	<p>Launch Jan 2021</p> <p>Review re Evaluation process June 2021</p>	Head of People Engagement and Culture		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Promotion in Faculties of DER, FRICs, RA Networks, School and external initiatives from learned societies, funding agencies, conference organization, outreach activities, business engagement etc.	Research colleagues' participation.	Oct 2021	<p>Dean of Research Culture and Strategy</p> <p>Faculty Deans of Research and Innovation/Research Managers</p>		

Professional and Career Development							
Institutions must:							
PCD11	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	<p>Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.</p> <p>Investigate systems for monitoring use of the 10 days.</p> <p>Develop case studies demonstrating effective use of the 10 days.</p>	<p>Guidance published on NU Connect/OD webpages</p> <p>Guidance includes monitoring/reporting system.</p> <p>4 case studies written and on OD webpages.</p>	<p>Jan 2021</p> <p>July 2021</p>	Head of People Engagement and Culture		
PCD12	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	<p>Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.</p> <p>Culture and Values Project Leadership Programme and Managers Essentials implementation.</p> <p>Engage & Aspire: Career conversations project implementation</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Evaluation of programmes: target attendees, numbers attending.</p> <p>Evaluation process to be developed.</p> <p>Number of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21).</p>	<p>Launch Jan 2021</p> <p>Launch Jan 2021</p> <p>Review re Evaluation process June 2021</p> <p>Ongoing</p>	<p>Head of People Engagement and Culture</p> <p>Head of People Engagement and Culture</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		
PCD13	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	No action required. Careers Service/OD support provide workshops, 1:1 guidance from dedicated career consultants.	Number of researchers attended workshops (50- participants in 2020/21) and 1:1 sessions (20 session 2020/21)	Ongoing	Career Guidance Team Manager/Head of People, Engagement and Culture		

PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	<p>In previous action plan (P3.2, 3.3) we had actions ongoing re mentoring via NU Mentoring and accessing external mentoring (via Alumni schemes). We will continue to promote these mentoring schemes under Skills Academy Communications plan.</p> <p>Encouragement of leadership development by peer review for journals, editing academic works, involvement in organising activities related to their disciplines through learned societies.</p> <p>SAgE: Project to understand differences and develop interventions to improve success rates for grant applications from underrepresented groups (i.e. BAME, female researchers and those with caring responsibilities)</p> <p>Faculty Deans of R&I/RM communicate the Concordat to their RAs and PIs (ensuring that information is communicated by different sources and different levels in the University, from University and Faculty committees with responsibility for research down to group leads in individual schools and institutes).</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Researchers participating in NU mentoring. 2020/21 aim for 20 participating in scheme either as mentee or mentor</p> <p>Include in guidance for Career Conversations.</p> <p>Improved success rates for key transitional fellowships to develop research careers for those from underrepresented groups.</p> <p>Number of researchers attending Welcome Events 150 (increase from 114 in 2019/20).</p> <p>Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)</p>	<p>July 2021 review</p> <p>July 2021 review</p> <p>July 2021 review and ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Head of People, Engagement and Culture</p> <p>Deans of Research and Innovation, Research Managers</p> <p>SAgE Dean of Research and Innovation, SAgE Research Manager</p> <p>Faculty Deans of Research and Innovation, Research Manager, Organisational Development, Research Strategy Manager re Skills Academy</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		
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Funders must:							
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	NA					
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	NA					
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	NA					
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Engage & Aspire Career Conversations training using new format. Establish monitoring process for new format Career Conversations to demonstrate quality. Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.	As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. . Baseline measure for researcher participation and experience included	Review Jan 2022 Launch Jan 2021	Head of People Engagement and Culture. Head of People Engagement and Culture		

PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants. Engage & Aspire Career Conversations training using new format.	Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21) As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .	Ongoing Review Jan 2022	Careers Guidance Team Manager/Head of People, Engagement and Culture Head of People Engagement and Culture.		
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	Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it. Investigate systems for monitoring use of the 10 days. Develop case studies demonstrating effective use of the 10 days. Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials. Promotion of allowance in Faculty committees etc.	Record of activities taken by Faculties to promote the 10 Days reported to DER Subcommittee. Guidance published on NU Connect/OD webpages Guidance includes monitoring/reporting system. 4 case studies written and on OD webpages.	July 2021 review Jan 2021 July 2021 Launch Jan 2021 Jan 2021	Head of People Engagement and Culture. Head of People Engagement and Culture Head of People Engagement and Culture Faculty Deans of Research and Innovation, Research Managers		
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	Develop case studies using reflective interviews to identify good practice examples of NUAcTs working effectively to develop leadership skills, examples of activities that can be undertaken (possibly using the 10 days for development).. Engage & Aspire Career Conversations training using new format.	4 case studies on OD site identifying how to develop leadership skills by NUAcTs. As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .	July 2022 Review Jan 2022	Director of NUAcT and Head of People Engagement and Culture Head of People Engagement and Culture.		
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Culture and Values Project includes Leadership Programme and Management Essentials.	30 PIs trained 2020-2021 in Managers Essentials including PI Development Programme.	Review July 2021	Head of People Engagement and Culture		

		<p>In previous action plan (P3.2, 3.3) we had actions ongoing re mentoring via NU Mentoring and accessing external mentoring (via Alumni schemes). We will continue to promote these mentoring schemes under Skills Academy Communications plan.</p>	<p>Researchers participating in NU mentoring. 2020/21 aim for 20 participating in scheme either as mentee or mentor</p>	<p>July 2021 review</p>	<p>Head of People, Engagement and Culture</p>		
		<p>Encouragement of leadership development by peer review for journals, editing academic works, involvement in organising activities related to their disciplines through learned societies.</p>	<p>Include in guidance for Career Conversations.</p>	<p>July 2021 review</p>	<p>Deans of Research and Innovation, Research Managers</p>		
		<p>SAGe: Project to understand differences and develop interventions to improve success rates for grant applications from underrepresented groups (i.e. BAME, female researchers and those with caring responsibilities)</p>	<p>Improved success rates for key transitional fellowships to develop research careers for those from underrepresented groups.</p>	<p>July 2021 review and ongoing</p>	<p>SAGe Dean of Research and Innovation, SAGe Research Manager</p>		

Researchers must:							
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	<p>Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.</p> <p>Investigate systems for monitoring use of the 10 days.</p> <p>Develop case studies demonstrating effective use of the 10 days.</p> <p>Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.</p> <p>Promotion of allowance in Faculty committees etc.</p> <p>Engage & Aspire Career Conversations training using new format.</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Guidance published on NU Connect/OD webpages</p> <p>Guidance includes monitoring/reporting system.</p> <p>4 case studies written and on OD webpages.</p> <p>As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .</p> <p>Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)</p>	<p>Jan 2021</p> <p>July 2021</p> <p>Launch Jan 2021</p> <p>Jan 2021</p> <p>Review Jan 2022</p> <p>Ongoing</p>	<p>Head of People Engagement and Culture</p> <p>Head of People Engagement and Culture</p> <p>Faculty Deans of Research and Innovation, Research Managers</p> <p>Head of People Engagement and Culture.</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		

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	<p>Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.</p> <p>Investigate systems for monitoring use of the 10 days.</p> <p>Develop case studies demonstrating effective use of the 10 days.</p> <p>Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.</p> <p>Promotion of allowance in Faculty committees etc.</p> <p>Engage & Aspire Career Conversations training using new format.</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Guidance published on NU Connect/OD webpages</p> <p>Guidance includes monitoring/reporting system.</p> <p>4 case studies written and on OD webpages.</p> <p>As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .</p> <p>Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)</p>	<p>Jan 2021</p> <p>July 2021</p> <p>Launch Jan 2021</p> <p>Jan 2021</p> <p>Review Jan 2022</p> <p>Ongoing</p>	<p>Head of People Engagement and Culture</p> <p>Head of People Engagement and Culture</p> <p>Faculty Deans of Research and Innovation, Research Managers</p> <p>Head of People Engagement and Culture.</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		
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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	<p>Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.</p> <p>Investigate systems for monitoring use of the 10 days.</p> <p>Develop case studies demonstrating effective use of the 10 days.</p> <p>Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.</p> <p>Promotion of allowance in Faculty committees etc.</p> <p>Engage & Aspire Career Conversations training using new format.</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Guidance published on NU Connect/OD webpages</p> <p>Guidance includes monitoring/reporting system.</p> <p>4 case studies written and on OD webpages.</p> <p>As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .</p> <p>Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)</p>	<p>Jan 2021</p> <p>July 2021</p> <p>Launch Jan 2021</p> <p>Jan 2021</p> <p>Review Jan 2022</p> <p>Ongoing</p>	<p>Head of People Engagement and Culture</p> <p>Head of People Engagement and Culture</p> <p>Faculty Deans of Research and Innovation, Research Managers</p> <p>Head of People Engagement and Culture.</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		
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PCDR4	Positively engage in career development reviews with their managers	<p>Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.</p> <p>Investigate systems for monitoring use of the 10 days.</p> <p>Develop case studies demonstrating effective use of the 10 days.</p> <p>Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.</p> <p>Promotion of allowance in Faculty committees etc.</p> <p>Engage & Aspire Career Conversations training using new format.</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Guidance published on NU Connect/OD webpages</p> <p>Guidance includes monitoring/reporting system.</p> <p>4 case studies written and on OD webpages.</p> <p>As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .</p> <p>Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)</p>	<p>Jan 2021</p> <p>July 2021</p> <p>Launch Jan 2021</p> <p>Jan 2021</p> <p>Review Jan 2022</p> <p>Ongoing</p>	<p>Head of People Engagement and Culture</p> <p>Head of People Engagement and Culture</p> <p>Faculty Deans of Research and Innovation, Research Managers</p> <p>Head of People Engagement and Culture.</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		
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PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	<p>Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.</p> <p>Investigate systems for monitoring use of the 10 days.</p> <p>Develop case studies demonstrating effective use of the 10 days.</p> <p>Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.</p> <p>Promotion of allowance in Faculty committees etc.</p> <p>Engage & Aspire Career Conversations training using new format.</p> <p>No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.</p>	<p>Guidance published on NU Connect/OD webpages</p> <p>Guidance includes monitoring/reporting system.</p> <p>4 case studies written and on OD webpages.</p> <p>As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .</p> <p>Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)</p>	<p>Jan 2021</p> <p>July 2021</p> <p>Launch Jan 2021</p> <p>Jan 2021</p> <p>Review Jan 2022</p> <p>Ongoing</p>	<p>Head of People Engagement and Culture</p> <p>Head of People Engagement and Culture</p> <p>Faculty Deans of Research and Innovation, Research Managers</p> <p>Head of People Engagement and Culture.</p> <p>Careers Guidance Team Manager/Head of People, Engagement and Culture</p>		
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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	Our VC has signed up to the Concordat therefore committing to the 10 days. Our action is to develop guidance on how this can be used and communicate it.	Guidance published on NU Connect/OD webpages	Jan 2021	Head of People Engagement and Culture		
		Investigate systems for monitoring use of the 10 days.	Guidance includes monitoring/reporting system.				
		Develop case studies demonstrating effective use of the 10 days.	4 case studies written and on OD webpages.	July 2021			
		Engage & Aspire Career Conversations training is part of Leaders & Managers Essentials.		Launch Jan 2021	Head of People Engagement and Culture		
		Promotion of allowance in Faculty committees etc.		Jan 2021	Faculty Deans of Research and Innovation, Research Managers		
	Engage & Aspire Career Conversations training using new format.	As part of Engage & Aspire Project develop a simple monitoring and evaluation process re Career Conversations. .	Review Jan 2022	Head of People Engagement and Culture.			
	No action required: Careers Service/OD support provide workshops, 1:1 guidance from dedicated careers consultants.	Numbers of researchers attending workshops (50 participants in 2020/21) and 1:1 sessions (20 sessions 2020/21)	Ongoing	Careers Guidance Team Manager/Head of People, Engagement and Culture			

Brief overview of new cultural change programmes:

The following cultural change programmes are new transformational activities for colleagues at the University which are currently in development. Launch is planned for early 2021:

- Culture and Values Engage & Aspire programme: This includes a range of activities focused on the Culture and Values of NU. Engage and Aspire looks at the review and redevelopment of appraisal. A working group of early career researchers has recommended appraisal based on career conversations.
- Culture and Values Leadership & Management development: This includes a Leadership Programme and also Leaders & Managers Essentials. They focus on developing leadership skills as well as the practical aspects of managing people. Leaders & Managers Essentials includes special modules for PIs around e.g.: the Concordat and their responsibilities.
- Culture and Values Induction: This includes review of current induction activities and redesign.

Brief overview of Research Strategy initiatives:

The Skills Academy: a federation of academic and professional services colleagues responsible for researcher development including for example the Developing Excellent Researchers subcommittee; the NU Academic Track scheme.

NUCoREs (Newcastle University Centres of Research Excellence): have 5-year delivery plans which encompass research, networking and research-led education.

NUAcT (Newcastle University Academic Track): each Fellow has 5 years to focus on research, with start-up funds and a PhD studentship. After 5 years they progress to a full Faculty post subject to review. 32 were recruited in 2019/2020 and we expect to recruit up to 100 over 5 years.

Key to abbreviations:

Dean of R&I: Dean of Research and Innovation (one per Faculty)

Faculties:

- SAgE: Faculty of Science, Agriculture and Engineering
- FMS: Faculty of Medical Sciences

- HASS: Faculty of Humanities, Arts and Social Sciences
- FRIC: Faculty Research and Innovation Committee
- OD: Organisational Development Team

PMG: People Matters Group which oversees the development and implementation of people policies

PS: People Services (includes OD and HR work)

RMs: Research Managers (one per Faculty)

SAP: Group in People Services which operates the HR system