

Northumbria University Concordat to support the career development of researchers



Action Plan 2012-2014

AREA OF WORK	ACTION	PROGRESS	CONCORDAT PRINCIPLE(S)	RESPONSIBILITY	COMPLETION DATE
Recruitment, Induction and Retention					
1	Standardise role specifications as a requirement of implementing the SAP e-recruitment module.	HR project created to work with faculties & services to review and develop all role profiles and ensure they are current and relevant. A role description library in line with standard templates is in development. This will support e-recruitment which has a potential date of July 2015.	1, 2, 6	HR	In progress Completion date July 2015
2	Review consistency of recruitment and selection process across institution	HR policies and procedures successfully reviewed.	1, 2, 6	RBS FPMs and HR	Completed 31/12/12
3	(a) Review support provided for research staff with contracts close to expiry (b) Develop process to identify permanent employment opportunities for contract research staff	Fixed-term contracts are managed consistently across the University with redeployment opportunities being made available to those whose contracts are nearing an end.	1, 2, 3, 4, 7	RBS FPMs, HR and faculties	Review 31/07/15
4	Develop process to support research staff to develop necessary skills and experience to enable progression in to a permanent opportunity	Incorporated into task 10	1, 2, 6	RBS FPMs, HR and faculties	Not applicable
5	Develop process to identify permanent employment opportunities for contract research staff	Incorporated into task 3	1, 2, 6	RBS FPMs, HR and faculties	Not applicable
	Review research elements of induction provided to new staff	Incorporated into task 8	1, 2	RBS FPMs	Not applicable
6	Review research-specific induction framework for use at faculty level and below and develop an induction pack for all new academic staff identifying key information, opportunities, expectations and obligations with regard to research.	HR compiled an induction guide after meeting with staff who have recently joined Northumbria University	1, 2	HR	In progress Review 01/03/14 01/03/15 01/03/16

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7	Review appraisal arrangements for research staff.	University process well-established; CROS 2013 provided reference point for faculty practice. Staff sessions for the new Performance & Development Appraisal (PDA) scheme published on the People Development Website. PDA scheme fully in place September 2014. Review of completion rates scheduled for February 15 and follow up action. Full evaluation July / August 2015. Any changes to be considered in advance of second round.	1, 2, 4, 5	HR and RBS FPMs	Completed Review annually and measure success with attendance and feedback data. 01/02/15
8	Develop induction pack for all new academic staff identifying key information, opportunities, expectations and obligations with regard to research.	Incorporated into task 6	1, 2, 4	RBS FPMs	Not applicable
9	Develop research-specific local induction framework to be used at Faculty level and below	Incorporated into task 6	1, 2	RBS FPMs, HR and faculties	Not applicable
10	Develop career development framework, based on Vitae Researcher Development Framework, to identify competencies required for subsequent grades. Review current training provision, including training for research managers and mentors.	HR People Development Team created a working group to work on producing a handbook to clarify the career development framework. The Researcher Development Programme is complete; all information is available on the People Development web pages.	1, 2, 4	HR and RBS FPMs	In progress Review 31/01/15 Progress to be measured by HR attendance and feedback data.
11	Develop 'Northumbria Research Staff Management Principles' document, in line with the Concordat, to clarify roles and responsibilities for all PIs and line managers	Incorporated into tasks 7,10 & 27	1, 2, 6	RBS FPMs, HR and faculties	Not applicable
Research Training and Development					
12	Review and update current research training and development programme in light of feedback and consultation.	Incorporated into task 10	2, 3, 4	RBS FPMs and HR	Not applicable

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13	Carry out ongoing review of research training provision across the university	Long-term aim of coordinating provision, cross-promotion and reduction of duplication Part of on-going review and engagement with other services and faculties.	4, 5	RBS FPMs, Graduate School, HR, Library and IT Team	Completed 31/7/13 Review 01/08/15
14	Further develop Postgraduate Certificate in Higher Education Practice (PG HEP) research module. PG HEP now replaced, at Northumbria University, by Higher Education Academy Fellowship accreditation scheme.	2014/15 is the final year for PG HEP at Northumbria. From September 2014/15 it has been replaced by the Higher Education Academy Fellowship accreditation scheme. HR working with RBS to define how will research training be addressed under the HEA scheme	2, 3, 4	HR and RBS FPMs	Completed Review 01/09/15
15	Consult with research staff via ECR Forum on training gaps.	RBS conducted a survey, feedback from which was discussed at ECR Forum and informed HR's Staff Research Development Programme 2014/15.	2, 3, 4	RBS FPMs, HR and Graduate School	Completed 31/7/13 Review 01/08/15
16	Adapt PG HEP workshops for wider access	Process agreed between RBS and HR on approach to facilitate this. See task 14.	2, 3, 4	RBS FPMs, HR and Graduate School	Completed 31/3/13
17	Review licence arrangement with Epigeum and agree with other university services on which Epigeum courses to offer	Discussions took place October/November 2012. Agreed not to proceed.	2, 3, 4	RBS FPMs, HR and Graduate School, Business & Innovation Support, HR, IT Team	Not proceeding
18	Develop process for including less experienced staff on Research Ethics Audit Panels as development opportunity.	Incorporated into 2013/14 Ethics Audit procedure	2, 3	RBS FPMs and UREC	Completed 31/1/13
19	As part of University restructure, ensure research staff, including ECRs are included in faculty-level research and innovation committees.	URIC checked & approved FRIC Terms of Reference. Membership reviewed annually by ECR Forum.	2, 4, 5	URIC and faculties	Completed 31/7/13 Review 01/09/15

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Developing Good Research Practice					
20	Continuously develop training for research staff in liaison with Vitae	Developed December 2013 Piloted during 2014 Launched Sept 2014	4, 5	RBS FPMs, Graduate School and HR	Completed Sept 2014 Review 01/08/15
21	Complete programme of mandatory research ethics training	Programme of training finalised. UREC agreed training sessions will be faculty-based in future and led by Faculty Ethics Directors. Admin support to be provided by RBS. Attendance data required by HR.	2, 3, 5, 6	RBS FPMs and HR	Completed 31/7/13 Review 01/08/15
22	Adopt university policy on Research Data Management and provide training to staff	A working group surveyed good practice on research Data management across the sector and assessed the current status at Northumbria. Subsequently to be progressed by a Research & Data Management working group, chaired by Pro-VC Research & Innovation.	2, 3	Research Data Management working group Research and Innovation Committee, RBS FPMs	Final deadline 31/05/15 to comply with EPSRC requirements
23	Update Research Handbook to include guidance on good research practice	Included in the induction checklist.	3, 5	RBS FPMs and HR	Meeting scheduled February 2015 Review annually
24	Update Research Ethics and Governance Handbook to take account of changes since last revision	Revision agreed and approved; issued September 2014.	3, 5	RBS FPMs	Completed 30/09/13 Review 1/10/15
Growing Research, Innovation and Impact					
25	Review and improve PRIP system and integrate with university appraisal and planning processes	Re-launched PRIP.	1, 2, 3, 4, 5	RBS Information Systems, RBS FPMs and HR	Completed 31/3/13

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26	Review, update and improve Research Careers and Staff Training and Development pages on RBS website.	Content of research Careers web page updated. Content of Training & Development page updated. Review and revise design and navigation of Training and Development page. RBS & HR pages updated.	1, 3	RBS FPMs and RBS Information Systems	Completed 30/9/12 Review annually 01/03/15
27	Develop a mentoring programme to train academic staff as mentors, to ensure all early career staff have access to a trained mentor	Framework created. Mentoring Framework in place. Review annually and measure success with attendance and feedback data from HR.	1, 2, 3, 4	HR and RBS FPMs	Completed 01/11/14 Review 01/07/15
28	Regular reviews with faculties to revise and identify strategic initiatives to increase research, innovation and impact activities.	Ongoing work with RBS Research and Funding Managers and Associate Deans for Research and Innovation.	2	RBS FPMs and AD R&Is	Reviewed at monthly meetings of RBS Research & Funding Managers and AD R&Is
29	Work with faculties to develop more consistency in the mechanisms provide to support researcher career development at local level	The remit of this task has been covered within other tasks	1, 2, 4, 5, 6, 7	RBS FPMs and faculties	Completed 31/12/13
Monitoring and Improving Our Performance					
30	Establish university-wide ECR Forum	ECR Forum first met in March 2013 and meets three times per academic year and that progress will be reviewed at each forum. Attendance data confirms 125 ECRs attended ECR Forum meetings during 2013-14.	2, 7	RBS FPMs	Progress reviewed at quarterly ECR Forums
31	Identify all ECRs in university for purposes of REF submission	HR issued a questionnaire to all staff, the results of which informed the classification as an ECR for REF purposes. 167 staff were identified as Early Career Researchers; 118 of which were included in the REF 2014 submission.	2, 7	REF Operational Support Team and HR	Completed 31/12/12

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32	Develop robust mechanism for recording ECR status of all staff, including new recruits	Recommendation to include a section on the appointment form to record ECR status. Definitions were prepared and approved by the University Research Advisory Group.	2, 7	HR and RBS FPMs	Begun 31/07/13 Review 01/03/15 HR data due 01/04/15
33	Take part in 2013 CROS and PIRLS surveys	Surveys ran April-May 2013 with an excellent response rate. Response rates for each survey were as follows: CROS: total of 56 responses (out of potential 80) = 70% PIRLS: total of 139 responses (out of potential 600) = 23.2% Both represent significant increases on the previous 2011 surveys.	1, 2, 7	RBS FPMs	CROS & PIRLS surveys 2013 Northumbria to join 2015 CROS & PIRLS survey
34	Analyse and follow through CROS and PIRLS results	Incorporated into tasks 2,3,6,7,8,12		RBS FPMs and URIC	Not applicable
35	Complete process of Athena Swan accreditation	Steering Group working towards a successful submission for Bronze Award. (Previous unsuccessful application 24/09/14) Ensure this action plan dovetails with that of the Athena Swan Bronze Award.		RBS FPMs, HR and relevant faculties	Bronze Award Resubmit Bronze Award application in April or November 2015
36	Review relevance and take-up of leadership attributes programme for researchers	HR reviewed evaluations following all leadership programmes. Programmes were then enhanced to suit participants needs. A further 2 Academic Development Programmes are running during 2014/5.	4, 5, 7	HR and RBS FPMs	Review 01/07/15

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37	Review this Action Plan in light of changes to University and Faculty strategic documents	Incorporated into task 38	7	RBS FPMs and URIC	Not applicable
39	Review bi-annual Northumbria Staff Survey results following surveys in 2014 and 2016.	Feedback provided to University Executive May 2014 then to staff at end of June 2014. All survey results published on University's internal webpages. Staff Engagement Forum established in September 2014 and currently meeting monthly. This is open to all staff and so far over 100 staff have been involved. The Forum contributes to the University Action Plan arising out of the staff survey.	2,3,4,5	HR	Survey 2014 complete Pulse survey Feb 2015 Survey 2016

GLOSSARY

AD R&Is	Associate Deans for Research and Innovation
CROS	Careers in Research Online Survey
ECR	Early Career Researcher
FRIC	Faculty Research and Innovation Committee
HR	Human Resources
PG HEP	Post-graduate Certificate in Higher Education Practice
PRIP	Personal Research and Innovation Plan
RBS	Research and Business Services
RBS FPMs	Research and Business Services Funding and Policy Manager(s)
REF	Research Excellence Framework
RDM	Research Data Management
UREC	University Research Ethics Committee
URIC	University Research and Innovation Committee