

AREA OF WORK	ACTION <i>Approved by Vitae</i>	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.	A role description library in line with standard templates was developed. This can be accessed via HR intranet page and will support SAP e-Recruitment module when implemented in 2017.	1, 2, 6	HR	Completed September 2015
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. A statement was added to Fixed Term contracts signposting the employee to opportunities and explaining the process. Fixed term staff are given the same development opportunities as permanent staff.	1, 2, 3, 4, 7	HR: HRMs, Faculties	Completed December 2014. Continue to review/monitor in Action Plan 2016-18
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.	An Induction Guide was compiled after consulting staff who recently joined Northumbria University; this is reviewed annually. From July 2016, Line Managers of new academic staff are advised of the Faculty Induction Champion, probation term, and any other contractual requirements eg Higher Education Academy as well as providing links to Induction information, job shadowing opportunities etc.	1, 2	HR	Completed June 2016. Continue to review/monitor in Action Plan 2016-18
7	Review appraisal arrangements for research staff.	A new Performance Development and Appraisal (PDA) process was initiated in September 2014; Following review of the process and to support new role structures, the process was revised in 2016. A new project to look at the development of an online PDA is in progress with an expected delivery date of early 2017. 93% completion rate for 2015-16 period	1,2,4,5	HR	Completed 2014. Continue to review/monitor in Action Plan 2016-18
10	(a) Develop career development framework, based on Vitae Researcher Development Framework, to identify competencies required for subsequent grades. (b) Review current training provision, including training for research managers and mentors	Rather than creating a new handbook, an Academic Development and Researcher Training programme (ADRT) was introduced with defined Early Career Researcher and Principal Investigator pathways and links to the Vitae Researcher Development framework. The programme has a tailored intranet page and online booking system and is advertised to staff through the intranet, weekly blog and twitter feed. The programme now includes two Professional Development workshops 'Leadership style and personal impact' and 'Influencing and Networking' which are scheduled to commence January 2017. There is an equivalent programme for post-graduate research students, the Professional Development and Research Training programme which is available online with a tailored online booking system. To date in 2016/17, 143 academic staff have attended 14 sessions from this programme. This does not include attendees at the Next Generation of Large Award Holders programme - see action 13. 13 academic members of staff attended Research Mentoring training in Sept 16. Page views confirmed to the Researcher Development web page: 586 between 01.09.16 - 10.01.17	1, 2, 4	HR, RBS FPMs & RDM	New programme completed and introduced September 2016. Continue to review training provision and monitor attendance in Action Plan 2016-18
Research, Training and Development					
13	Carry out ongoing review of research training provision across the university	A new programme for Next Generation Large Award Holders initiated 2016 for a nominated group of 11 Early Career Researchers. 2015-16 Pilot programme was delivered to 12 academics. 2016-17 This programme will be delivered to 24 academics (two cohorts of 12 each) Further details as action number 10.	4, 5	RBS FPMs, RDM, HR, Library and IT Team	Completed July 2013 and reviewed annually. Continue to review/monitor in Action Plan 2016-18
14	Further develop Postgraduate Certificate in Higher Education Practice (PG HEP) research module. PG HEP now replaced by Higher Education Academy Fellowship accreditation scheme.	Year on Year progress: 2014-15 Total of 137/1386 ie 9%, 2015-16 Total of 110/1328 i.e. 12% 2016-17 Total of 42/1325 i.e. 9% Total of 289 academic staff have achieved accreditation since 2014-15	2, 3, 4	Academic Quality RBS FPMs, HR	HEA Introduced 2014-15. Continue to monitor staff accreditation.
15	Consult with research staff on training gaps	ECRs were consulted in June 2016 for their development requirements. This was discussed at the University Research and Innovation Committee and new programmes in place for 2016/17. Further information in action 10.	2, 3, 4	RBS FPMs, HR	Completed. Continue to review and consult ECRs

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19	As part of University restructure, ensure research staff, including ECRs are included in faculty-level research and innovation committees	In May 2016 Focus Groups, attended by 24 staff and led by the Leadership Foundation for Higher Education, aimed at 3 career stages i.e. Early Career Researchers, Mid-Career and Research Leads/Professors. Feedback illustrated key themes around consistency of training provision, mentoring support, limited networking opportunities across the University and interest in job shadowing. Early Career Researchers are now able to be included in membership of the University Research and Innovation Committee, faculty Research and Innovation Committees and other strategic University committees and working groups	2, 4, 5	RIC and faculties	Complete July 2013. Continue to review/monitor in Action Plan 2016-18
20	Annual review of provision based on feedback from different participant groups	Covered by action numbers 10 and 13.	4, 5	RBS FPMs, RDM, HR	Ongoing. Continue to review/monitor in Action Plan 2016-18
Developing Good Research Practice					
21	Complete programme of mandatory research ethics training	Faculty Ethics Training sessions are run for both staff and postgraduate students. Generic content for sessions are agreed annually and approved by the University Research Ethics Committee. Sessions form part of the Academic Development and Researcher Development Training Programme and the Professional Development and Research Training Programme. Development of a Graduate School eVision system now provides an electronic record of milestones such as Project Approval, Annual Progression, supervisory meetings and training attended. Attendance data for 2016-17 is 117 attendees to 5 sessions; 39 staff and 78 students	2, 3, 5, 6	RDM, HR	Ongoing. Continue to review/monitor in Action Plan 2016-18
22	Adopt University policy on Research Data Management and provide training to staff	University Research Data Management Policy adopted. Training presentation available to staff and students online.	2, 3	Research Data Management working group, Research and Innovation Committee, HR	Complete policy implementation by 31.05.15
23	Update research support information to include guidance on good research practice	Web pages of Research and Business Services and Human Resources have been developed to provide clearer information and guidance.	1, 3, 5	RBS Policy & Development and HR	Ongoing. Continue to review/monitor in Action Plan 2016-18
24	Update Research Ethics and Governance Handbook to take account of changes since last revision	Research Ethics and Governance Handbook revised annually in consultation with all relevant parties and approval of the University Research Ethics Committee. The Handbook is on the University Ethics and Governance web page.	3, 5	RDM	Ongoing. Continue to review/monitor in Action Plan 2016-18
Growing Research, Innovation and Impact					
27	Develop a mentoring programme to train academic staff as mentors, to ensure all early career staff have access to a trained mentor	Development and annual review of a Research Mentoring framework to enable all research-active staff to have access to a mentor. There is now a guide to Research Mentoring and revised intranet pages which include Research Mentor contacts updated December 2016 following changes to faculty structures. This session will run in 2017 in addition to developing opportunities for group mentoring and cross-disciplinary mentoring arrangements. In 2015, 58.8% of CROS respondents confirmed they have a Research Mentor. In 2016, 75% of staff have a Research Mentor. Also see action 10.	1, 2, 3, 4	HR and RBS FPMs	Completed. Continue to review and monitor in Action Plan 2016-18.
28	Regular reviews with faculties to revise and identify strategic initiatives to increase research, innovation and impact activities.	Ongoing monthly meetings between faculties and staff from Research and Business Services continue.	2	RBS	Ongoing
Monitoring and Improving Our Performance					
30	Support continued development of the University-wide ECR Forum	The ECR Forum has continued since the last review, led by ECRs and also meets regularly with senior academics and the PVC (Research and Innovation). Meetings are consistently attended by approximately 125 ECRs over the yearly period. The ECR Forum is now open to final year doctoral students. Further information in action 19.	2, 7	RBS FPMs, HR	Ongoing. Continue to review/monitor in Action Plan 2016-18

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32	Develop robust mechanism for recording ECR status of all staff, including new recruits	A number of criteria were identified by which ECR status could be determined according to different definitions (for instance, funder or HEFCE). These included date of first academic appointment and date of doctoral award, which are now standard data required to be collected at recruitment and recorded on the SAP HR system. RBS offers support to Early Career Researchers in submitting their first grant application. In addition to this, RBS produces quarterly reports which record and monitor the performance of ECRs.	2, 7	HR	Completed April 2015
33	Participate in 2013 CROS and PIRLS surveys. Participate in 2015 CROS and PIRLS surveys. Participate in 2017 CROS and PIRLS surveys.	Surveys ran April-May 2015 with an excellent response rates as follows: CROS: total of 34 responses (out of potential 84) = 40%. This was significantly above the sector response rate of 28% PIRLS: total of 150 responses (out of potential 331) = 45%. This was significantly above the sector response rate of 25%. Both represent significant increases on the previous 2013 surveys. Take part in 2017 CROS & PIRLS surveys with the option of including institution-specific questions.	1, 2, 7	RBS FPMs	Completed 2015. Next surveys are due 2017.
35	Complete process of Athena Swan accreditation.	Bronze accreditation was achieved in October 2015. Northumbria University is now committed to achieving Silver accreditation at department level by identify concrete measures where possible to support departments.	All principles	RBS Research HR; relevant faculty departments	Complete October 2015. Continue to review/monitor in Action Plan 2016-18
36	Review relevance and take-up of leadership attributes programme for researchers	The University has invested extensively in Leadership and Management Development in recent years offering a range of internally designed programmes which have been delivered to across three levels: Senior Academic Leaders /Professors, Academic Leaders and Future Academic Leaders They aim to develop the skills, knowledge and behaviours participants need to support their career development and to make an enhanced contribution to the work of their Faculty. They reflect a personal leadership vision, values and attributes which are modelled and aligned to University needs. As part of the Culture Programme which began in 2016, we have a work stream dedicated to reviewing our management and leadership development. We are preparing to share initial findings with a number of focus groups to ensure we have understood fully the needs of individuals and the organisation. This is expected to lead to a plan of activity starting in the second quarter of 2017. 322 academic members of staff have completed Leadership Programmes between 2012/13 - 2015/16	4, 5, 7	HR RBS Research	Completed 2016. Continue to review/monitor in Action Plan 2016-18
39	Review bi-annual Northumbria Staff Survey results following surveys in 2014 and 2016.	The survey ran from September to October 2016. Overall the outcomes are generally worse than in 2014. The areas which have seen improvements are, Pay and conditions , Equality and Diversity, Work life balance and Line Management. Faculties are preparing Action Plans to address specific issues. A Pulse survey will be going ahead in June 2017 to conduct a temperature check. Response rate achieved was 66% compared to 72% in 2014. If staff who were absent during the survey period were excluded, completion rate would be 70%.	2,3,4,5	HR	Survey completed 2016. In June 2017 there will be a pulse survey