

Concordat Implementation Plan 2015-2017

Aims and actions for the implementation of the Concordat principle (Target date)	Indicators of Success	Responsibility	Progress Update and further action to be taken
Principle 1			
i) Review and increase awareness of Research Staff Code of Practice through Recruitment & selection training and other routes, measure awareness in CROS (June 2015)	Level of Awareness in CROS	CAP Research Office	
ii) Implement the reduction of Fixed Term Contracts (Review May 2015 and annually thereafter)	Reduced percentage of research staff employed on Fixed Term Contracts	Human Resources	
Principle 2			
i) Raise awareness of Code of Practice to new research staff and new PIs. (March 2015 and annually thereafter).	Assess through CROS 2015.	Research Office and Centre for Academic Practice.	
ii) Review Code of Practice for Employment of Research Staff. Any changes in Code agreed with LURSA, Union, HR Committee and published (December 2016)	Revised Code updated, agreed and published.	Research Office and Human Resources	
ii) Information for new research staff incorporated into new staff website. Provide regular updates to web content, with input and feedback from researchers via LURSA (June 2015). On an annual basis review website content relevant to new research staff (Review date November 2015 and annually thereafter)	Improvements in responses in future CROS and Staff Surveys as to integration into the University and Induction information.	Centre for Academic Practice	
iii) Improve participation and efficacy of Research Staff Induction at School and University level (January 2016) Undertake a review of the induction for new Research Staff across all Schools (September 2015).	Success will be measured through improved CROS and Staff Survey Responses and feedback from individual events and through Athena SWAN School surveys	Centre for Academic Practice Academic Schools	
iv) Where possible, encourage research staff to be	Improved retention rates of	Research Office	

Co-Investigators or named researchers on grants. Review of recruitment and retention of researchers (April 2016).	researchers (iTrent)		
v) Investigate the extent to which we are employing more of our existing RAs onto new contracts, or whether this is a recent phenomenon (May 2015) Following analysis of the data introduce new actions to help with retention rates (September 2016)	Data gathered and analysed to show trends in this data.	Human Resources	
vi) Monitor attendance by researchers at School and other relevant University meetings. Gather information about participation in University meetings in CROS and Quadrennial Review Process (June 2015, and annually thereafter)	Data gathered from all Schools showing inclusion for research staff across Schools	Academic Schools, Athena SWAN SATs.	
vi) Continuing Professional Development of RAs to be included in grants, and as one of their outcomes Work with Research Projects Team (Research Office) to improve engagement with this, and to monitor effectiveness (May 2016)	Proportion of CPD in grants to be benchmarked, and improvements seen	Research Office Principal Investigators	
vii) The HR workstream reviewing PDR process should take account of poor uptake for research staff, devising mechanisms to improve PDR uptake for this group (Review October 2016)	Increase in PDR uptake by research staff	Chair of PCR Workstream	
viii) Review the clarity and communication of policies and procedures affecting research staff to ensure consistency of practice and understanding across the University (July 2015)	CROS and other School- and University-level surveys	Human Resources	
ix) Seek to improve our understanding of PI engagement with researcher development and support, including the identification of barriers (November 2016)	Report for regarding Loughborough PI's engagement with research staff development produced for Research Committee	Research Staff Working Group	
Principle 3			
Continuing Professional Development to include teaching & training in teaching and preparation for	Increase number of Researchers attaining HEA accreditation	Centre for Academic Practice	

academic practice (September 2016)			
ii) Research Office website revisions to improve information, communication and support for all staff involved in research (January 2015 with ongoing updates)	Feedback and usage of website by researchers	Research Office	
iii) Continue to work towards improving PDR uptake by research staff. All post-probation staff are required to have a PDR.) (July 2015, review July 2016)	Improved uptake at next CROS and Staff Survey, survey of Schools	Deans	
Principle 4			
i) Refine and promote Career Development Plan incorporating Vitae's Researcher Development Framework developed. Publication & promotion on relevant websites; included in information for PDR process (Spring 2015)	Feedback and uptake data from research staff, including in Research Staff mentoring scheme.	Careers and Employability Centre	
ii) Promote researchers' skills to potential employers outside HE, for example at local employer event. Monitor engagement with Employer event (February 2015)	Increased participation by research staff at employer event	Careers and Employability Centre	
iii) In consultation with LURSA, review the development programme, mapped to the Researcher Development Framework, available to research staff with the aim of supporting researchers in conducting excellent research and in their career development, whether this is towards academic or non-academic careers (February 2015) Review participation in CPD and careers opportunities by researchers (Review September 2015 and annually thereafter)	Increased participation in CPD and careers opportunities by researchers	Centre for Academic Practice and Research Office	
iv) Encourage external Fellowship applications and develop internal, competitive Research Fellowship Scheme	Increase in Fellowship applications	Research Office	

(October 2015) Recruitment of high quality researchers to Fellowships scheme (December 2015)			
Refine, enhance and promote career progression framework for within & outside HE for researchers Framework incorporated into mentoring scheme and other Career Development Opportunities (September 2015)	Active use of Framework by researchers (number). Feedback on Framework from Research Staff	Careers and Employability Centre	Initial feedback received from Researchers (December 2014)
Principle 5			
i) Support Research Staff Association. Provide in-kind support for LURSA (Ongoing) Facilitate future possible funding/support application for LURSA (December 2015)	Active Staff Association with executive committee and lay members, providing events and other support. Success in securing funding	Research Office, Centre for Academic Practice	
ii) Improve and monitor engagement with CPD activities for research staff, including making availability of CPD opportunities more transparent. Improved uptake of CPD opportunities for Research Staff. Participation data collected and analysed (January 2015)	Improved uptake on proportion of Research Staff engaging in CPD opportunities. Measure in CROS and collect participation data from my.HR	Centre for Academic Practice	
Principle 6			
i) Promote the availability of resources to support English Language, including online resources provided through the English Language Study Unit and Centre for Academic Practice (March 2015 and annually thereafter)	Uptake of training by researchers measured through CROS, Staff Survey, LURSA	Centre for Academic Practice	
ii) Achieve Athena SWAN recognition for the University and in all relevant departments	Further Athena Awards submitted and obtained (November 2016)	Athena SWAN Self-Assessment Team(s)	
iii) Investigate and monitor the gender imbalance in our research staff population, and monitor the gender balance of research staff on fixed term contracts. Data will be included in Athena SWAN action plans at application and renewal stage (April 2015 and subsequent applications)	Inclusion in Athena SWAN applications	Athena SWAN Self-Assessment Team(s)	
Principle 7			

i) Improve monitoring and data collection to inform understanding of Research Staff at a University and School level including an annual review of the Research Staff population. Data will be accessible for future reviews and interim evaluations (April 2015 and annually thereafter) . More targeted/focussed interventions will then be possible.	Data will be collected and shared with Research Staff Working Group	Human Resources	
ii) Participate in CROS 2015, encourage Research Staff participation (March-June 2015) Seek approval from Research Committee for participating in PIRLS 2015 (February 2016) NB: Research Committee decided not to participate in PIRLS 2013 due to resource limitations	Improved response rate to CROS Participation in PIRLS	Centre for Academic Practice, Research Office	
iii) Develop a research-staff-specific 'Destinations' questionnaire to monitor destinations, and reasons for research staff leaving (June 2015) . Collection of destination information (June 2015)- July 2016)	Questionnaire will be sent out and Insights into destinations and reasons for leaving will be gained	Human Resources	
iv) Evaluate destinations over a period of time information to inform future Concordat Implementation Plan activities (August 2016)	Completed Evaluations will be received and processed with new actions arising	Human Resources	
v) Research Staff Working Group should continue to meet and review progress against Concordat Implementation Plan (November 2015 and annually thereafter) .	Regular meetings will take place, with a range of stakeholders including Research Staff. Action plan will be updated regularly	Research Office	

Glossary

CAP	Centre for Academic Practice
CROS	Careers in Research Online Survey
HEA	Higher Education Academy
HR	Human Resources
ILM	Institute of Leadership and Management

LUPE	Loughborough University Portfolio of Evidence
LURSA	Loughborough University Research Staff Association
PDR	Performance and Development Review
PGCAP	Postgraduate Certificate in Academic Practice
PI	Principal Investigator
RA	Research Associate
SMT	Senior Management Team