

Concordat Implementation Plan 2016-2018 – *Italics denote new actions for this plan or new indicators of success for ongoing actions.*

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 – Recruitment and Selection			
<p>1. i) Review and increase awareness of Research Staff Code of Practice through Recruitment & selection training and other routes, measure awareness in CROS (Awareness raising to continue, ongoing, Review Code June 2017).</p> <p><i>Initiate monthly welcome email to new research staff to inform of COP and to indicate avenues for support and development at Loughborough University (June 2017).</i></p>	<p><i>10% increase in the level of awareness of COP in CROS2017 relative to CROS2015</i></p> <p>All new research staff to receive email within two months of start date.</p>	<p>CAP Research Office</p>	<p>In CROS2017, 33.6% of respondents indicated they had some understanding of the COP and 38.7% knew it existed but did not know the details. Unfortunately, the question had not been included in CROS2015 so we are not yet able to benchmark any increase but will do so in CROS2019.</p> <p>All staff new to Loughborough University receive a welcome email within two months of starting. In addition, they receive a welcome email from their relevant subject specialist Librarian, with an invitation to meet. There is also a library checklist specifically for research staff to ensure that they are aware of the different services and support provided including access to resources, open access, research data and copyright.</p>
<p>1. ii) Implement the reduction of Fixed Term Contracts (Review May 2017 and annually thereafter)</p>	<p><i>Reduce the percentage of research staff employed on Fixed Term Contracts by 10% by October 2018.</i></p> <p><i>Submit report on recruitment on fixed term contracts to Research Committee by September 2017.</i></p>	<p>Human Resources Planning</p>	<p>Since 2015, there has been a decrease of the number employed on fixed-term contracts from 89.1% in 2015 to 83.2% in 2017, as measured by data from the CROS2015 and CROS2017 surveys. In October 2018, 278 of 336 RS were on fixed-term contracts – 82.7%. This represents a 7.2% decrease in staff employed on fixed-term contracts since May 2015.</p> <p>Given the uncertainties surrounding Brexit the recruitment policies have not been prioritised for review. However, a new campaign to recruit Doctoral Prize Fellows was run in 2018 to provide career opportunities for excellent</p>

<i>Action: investigate recruitment policies in light of funding changes and potential scenarios around exit from European Union (September 2017)</i>			researchers. The University has provided support for EU staff to apply for the “Settlement Scheme” offered by UKVI, including reimbursing the application fee for staff applying to the pilot scheme.
1. iii) Create a University Doctoral Prize scheme to attract and retain researchers with the highest potential. (Summer 2018) (Additional Action)	<i>Recruitment of at least six doctoral prize researchers by Autumn 2018.</i>	Human Resources, Research Office	Seven university doctoral prizes were awarded in 2018, in addition to two EPSRC doctoral prizes, this will run again in 2019.
Principle 2 – Recognition and Value			
2. i) Raise awareness of Code of Practice to new research staff and new PIs. (June 2017 and annually thereafter). <i>Add specific question into CROS to monitor Awareness of Code of Practice (April 2017)</i> Add section on Code of Practice into “Introduction to Research” and “Welcome to Loughborough” events for new staff.	<i>Assess through CROS2017. 10% increase in the level of awareness of COP in CROS2017 relative to CROS2015.</i> <i>Information added to relevant courses by October 2017.</i>	Research Office, Centre for Academic Practice, and Human Resources.	The Code of Practice is now displayed more prominently on the HR website; it sits in the section “Conditions of Service” as well as the pages for new Staff. The Code of Practice is now mentioned briefly in the “Welcome to Loughborough” induction for all staff and the Research Staff and Student Development Adviser is invited to the event lunch to meet and network with new researchers. The code is prominently placed in the revised version of “Introduction to Research”.
2. ii) Review Code of Practice for Employment of Research Staff. Any changes in Code agreed with LURSA, Union, HR Committee and published (Revised date September 2017)	<i>Revised Code updated through consultation with Research Staff Association, and submitted to Research Committee for consideration by September 2017.</i>	Research Office and Human Resources	The Code of Practice was opened to consultation with research staff in late spring of 2018, unfortunately with no responses. The Code has since been reviewed by the Research Staff and Student Development Adviser and is currently being reviewed by HR, with the document to be considered by LURSA and the Research Staff Working Group in December 2018; the extent of any recommended changes will determine the further route for approval of the document following that meeting.
2. iib) Information for new research staff incorporated into new staff website.	Improvements in responses in future CROS and Staff Surveys as	Centre for Academic Practice, Research Office	The Research Staff Development website is reviewed on an annual basis, with the latest

<p>Provide regular updates to web content, with input and feedback from researchers via LURSA (<i>Continuous updates ongoing, wholesale review within CALIBRE strategy August 2017</i>). On an annual basis review website content relevant to new research staff (Review date November 2015 and annually thereafter)</p>	<p>to integration into the University and Induction information. <i>5% increase in positive responses per year in the relevant questions.</i></p>		<p>review in October 2018. The responses to integration into the research communities in CROS show an improvement above the target: Integration into the Institution research community: from 52% in 2015 to 60% in 2017. Integration into the department research community: from 65% in 2015 to 73% in 2017.</p>
<p>2.iii) Improve participation and efficacy of Research Staff Induction at School and University level (Revised date January 2018)</p> <p>Undertake a review of the induction for new Research Staff across all Schools (Not progressed by 2015, revised date September 2017).</p> <p><i>Add specific question to CROS 2017 to allow future monitoring April 2017</i></p>	<p>Success will be measured through improved CROS and Staff Survey Responses and feedback from individual events and through Athena SWAN School surveys.</p> <p><i>Make recommendations to schools of best practice for staff induction by January 2018. Expect 20% increase in participation in school inductions by July 2018 (data from schools), 40% by CROS 2019.</i></p>	<p>Centre for Academic Practice Academic Schools Staff Development</p>	<p>This is an area where further investigation of practices is still required. CROS shows an increase in participation in Institution-wide inductions: from 2015 to 2017 there was an increase in participation from 82% to 93%; combined with an increase from 50% to 57% finding the induction useful or very useful. School-level inductions saw a small increase from 66% taking part to 68% in 2017. Perceived usefulness decreased from 56% to 40%. Induction to Local role: Participation improved from 79% to 87%, no substantial change to perceived usefulness (69% to 70).</p>
<p>2. iv) Where possible, encourage research staff to be Co-Investigators or named researchers on grants. Review of recruitment and retention of researchers (September 2018).</p> <p><i>Discuss with Change Team recruitment of researchers on grants in process review (May 2017)</i></p>	<p><i>Increase retention rate of researchers by 5% by September 2018.</i></p> <p><i>Incorporation of further guidance on using research staff as co-investigators on research grants.</i></p>	<p>Research Office Planning</p>	<p>Retention rates have proven difficult to analyse due to the manner in which the University HR records system records employment status. Work is still underway to take this forward with Planning.</p>
<p>2.v) Investigate the extent to which we are employing more of our existing RAs onto new contracts, or whether this is a recent phenomenon (Revised date April 2017) Following analysis of the data introduce new actions to help with retention rates (Revised date September 2017)</p>	<p><i>Gather data on RA contracts and analyse by April 2017. Report actions to improve retention rates to Research Committee by September 2017.</i></p>	<p>Human Resources Planning</p>	<p>Please see 2.iv above.</p>

<p>2. vi) Monitor attendance by researchers at School and other relevant University meetings.</p> <p>Gather information about participation in University meetings in CROS and Quadrennial Review Process (Ongoing, June 2017, and annually thereafter)</p> <p><i>Audit school policies and ensure researcher representation in meetings and committees (May 2018).</i></p> <p><i>Increase the representation across Schools on the LURSA committee (September 2017).</i></p> <p><i>Increase the number of regular meetings in Schools between LURSA reps and Associate Deans (Research) (December 2017)</i></p>	<p><i>Research Staff representation at staff meetings in all schools with research staff population greater than five individuals, and/or open invitation to staff meetings for all staff members.</i></p> <p><i>Receive reports from schools and from research staff (through research staff association) to ensure representation.</i></p> <p>Every School with a population of at least 10 members of Research Staff to have representation on LURSA.</p>	<p>Academic Schools, Athena SWAN SATs.</p>	<p>In CROS2015, 38% of respondents agreed or strongly agreed they had “Opportunities to participate in decision-making processes (e.g. committees)”; in CROS 2017 this had increased to 47%. Specific questions were added to CROS2017 to measure the opportunity for staff to participate in relevant meetings at the research, school, and university levels; total agreement with this question was 77%, 84% and 49% respectively. This will be monitored again in CROS2019. LURSA now features representatives from all schools at the university apart from Loughborough London, which has only 5 research staff; several schools now provide mechanisms for reps to feed into or attend School Research Committees, and at least 3 schools have regular meetings of Research Staff that are attended by the ADR.</p>
<p>2.vi) Continuing Professional Development of RAs to be included in grants, and as one of their outcomes</p> <p>Work with Research Projects Team (Research Office) to improve engagement with this, and to monitor effectiveness (Revised date May 2017)</p>	<p><i>Proportion of CPD in grants to be benchmarked. 10% increase in submitted grants that include CPD costs by May 2018.</i></p>	<p>Research Office Principal Investigators</p>	<p>We are currently investigating this issue with meetings scheduled between Associate Deans for Research and the Head of Researcher Development in the coming months, and the action is carried forward into the new action plan.</p> <p>Changes have been made to the process for submitting/recording grants to improve monitoring.</p>
<p>2. 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 (Completed)</p> <p><i>Monitor uptake of PDR by research staff on an annual basis following each PDR cycle (May 2017 and ongoing).</i></p>	<p>Compared to CROS 2015, 20% increase in PDR uptake by research staff, in CROS 2017. By May 2018, increase by 40% compared to 2015.</p>	<p>Chair of PDR Workstream</p>	<p>A new Performance and Development Review (PDR) process was launched in January 2017. This is mandated for all non-probationary staff at the University and has seen a significant effect upon the numbers of Research Staff undertaking PDR, with all eligible staff now expected to take part. The first round of PDRs took place between January and March 2017,</p>

			<p>and therefore the effect of the new process was visible in the results of CROS2017. Participation in a staff appraisal jumped from 63% of eligible staff to 92% of eligible staff, an increase of 46%; this is may be due to an under-reporting due to confusion regarding eligibility by CROS participants. Participation rates in PDR are now very close to 100% across the schools. The PDR process across the University continues to be refined, including undergoing a full-scale review in 2019. PDR effectiveness will be assessed again through CROS2019.</p>
<p>2. viii) Review the clarity and communication of policies and procedures affecting research staff to ensure consistency of practice and understanding across the University (July 2017)</p>	<p>Assess clarity and communication via CROS 2017 and other School- and University-level surveys; also via consultation with LURSA. <i>Set up working group to review HR policies and impact upon research staff (by July 2017). To report back with recommendations by December 2017 for implementation by May 2018. Improvement by average of 15% in relevant questions in CROS 2019 over CROS 2015.</i></p>	<p>Human Resources</p>	<p>The Human Resources website was redesigned at the end of 2017 to improve clarity of procedures and policies, including raising the prominence of the Research staff employment Code of Practice.</p> <p>The University has appointed a new director of Human Resources and Organisational Development, who is overseeing the creation of a new People Strategy that will look at consistency of practice across the University and across job roles, including Research Staff.</p>

<p>2. ix) Seek to improve our understanding of PI engagement with researcher development and support, including the identification of barriers (November 2017)</p>	<p><i>Continue to engage PIs with researcher development through direct and indirect dissemination events and dialogue. Work with Research Committee to ensure recommendations from PIRLS 2015 are implemented.</i></p> <p><i>Within the 'Research Leaders' strand of the CALIBRE strategy, include Researcher Development as a core attribute/competency for successful Research Leadership for mid- and late-career research leaders.</i></p>	<p>Research Office Research Staff Working Group Research Committee</p>	<p>Researcher Development is a key strand of the workshop "Working in the Current Research Environment" delivered by the Research Office to probationary academic staff (other staff can attend if they wish). PIs are also able to attend the "Introduction to Research" workshops, which has a key emphasis upon Researcher Development. The School of Architecture, Building and Civil Engineering has created a "proposal apprentice scheme", which invites RAs to input into research funding applications headed by an academic PI. This gives the RA the chance to experience and gain insight into the process of applying for funding. The scheme has been written into the School Action Plan.</p> <p>A Research Leaders Working Group (a sub-group of Research Committee) produced a Research Leaders development map and proposed programme structures for different career stages including post-doctoral research leadership development. This will be piloted with the Doctoral Prize cohort from January 2019.</p>
<p>2. x) Create a series of events to celebrate the achievement of Research Fellowship holders. (Ongoing from November 2017). Additional Action</p>	<p><i>Instigate new lecture series by November 2017.</i></p>	<p>Centre for Academic Practice, Research Office</p>	<p>LURSA proposed a series of "Fellowship Inaugural Lectures" to celebrate the success of researchers who have gained external fellowship funding, which would also serve to promote fellowships to research staff. The series has been set up, with five lectures having run so far, and is widely publicised across the university. New fellowship holders are invited to give a lecture chaired by the PVCr, with an audience containing research</p>

			staff, PhD students and academics from the researcher's School.
Principle 3 – Support and Career Development			
3. i) Continuing Professional Development to include teaching & training in teaching and preparation for academic practice (September 2016)	Increase number of Researchers attaining HEA recognition. <i>A further five research staff per year to gain HEA recognition through support from Centre for Academic Practice (including ROTOR scheme).</i>	Centre for Academic Practice	The Centre for Academic Practice has created a new scheme, Recognition of Teaching for Researchers (ROTOR), by which Research Staff can undertake CPD in learning and teaching, which leads to recognition from the HEA. Including ROTOR and the Associate Teaching Pathway, CAP has helped 25 research staff gain Associate Fellow of the HEA and 2 gain Fellow of the HEA in the last 2 years. There are over 20 research staff enrolled on the 2018-19 courses. The Doctoral College run a Supervisor Forum series for new and experienced PhD supervisors; Research Staff are encouraged to participate.
3. ii) Research Office website revisions to improve information, communication and support for all staff involved in research (January 2015 with ongoing updates)	<i>Review of website by research staff (especially LURSA) and consultation prior to enactment of changes. Website update by January 2018.</i>	Research Office	The University has now published new Research Support pages, which draw together a whole range of information including: applying for funding, setting up collaborations, starting and managing research projects, and publishing research. These pages are available to all staff involved in research (www.lboro.ac.uk/research/support/).
3. 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 2017)	<i>Improved PDR completion rates reported at CROS 2017 and through HR records. 20% increase by July 2017, 40% by May 2018.</i>	Deans of Schools, and Human Resources	See 2.vii above.
Principle 4 – Support and Career Development			
4. i) Refine and promote Career Development Plan incorporating Vitae's Researcher Development Framework developed. Publication & promotion on	Feedback and uptake data from research staff, including in Research Staff mentoring scheme.	Careers Network	The Careers Network website's researcher pages have been reviewed and updated (Aug 18) to improve access and usability. The Career Development Planner was included on

<p>relevant websites; included in information for PDR process (Spring 2017).</p>	<p><i>Ongoing promotion, incorporation into PDR websites January 2017, seek feedback on uptake in CROS 2017 and from HR records by May 2017</i></p>		<p>the Research Staff section of the website, with approximately 280 unique views between December 2017 and December 2018. The Planner was also promoted to Research Staff via the monthly bulletin during the University's PDR rounds in 2017 and 2018, as well as in workshops within two Schools and at the University's Annual Research Conference in December 2017 and November 2018.</p>
<p>4. ii) Promote researchers' skills to potential employers outside HE, for example at local employer event. Monitor engagement with Employer event (Revised date Spring 2018)</p>	<p><i>10% increase in participation by research staff at employer events by May 2018.</i></p>	<p>Careers Network</p>	<p>We have created a mini Careers Fair for Researchers, which takes place on an annual basis and involves companies that are specifically looking to recruit people with Doctoral-level qualifications and research experience. This was held in November 2018.</p>
<p>4. 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 (ongoing, next review July 2017) Review participation in CPD and careers opportunities by researchers (Review September 2017 and annually thereafter)</p>	<p><i>Development programme mapped, and recommendations for changes communicated to relevant professional services by October 2017.</i></p> <p><i>5% increase in participation in CPD and careers opportunities by research staff by May 2018.</i></p>	<p>Centre for Academic Practice and Research Office</p>	<p>We are currently investigating CPD activities available to and undertaken by Research Staff and this action has been carried forward to the new action plan.</p> <p>We are able to quantify the number of hours of training undertaken by research staff via the central booking system "My.HR", with some other development opportunities offered via different routes that we cannot yet quantify. Total hours have increased significantly in the past four years from 1391 hours for all research staff in 2015, to 3011 hours in 2018, a 117% increase. Since 2016 the increase has been 69%, well above the target of 5%; the Research Staff population has remained fairly stable in that period. Most of the increase in training hours is likely to be attributable to the increased uptake of PDR, coupled with strategic advertising of CPD</p>

			<p>opportunities to Research Staff in the PDR period.</p> <p>Starting Autumn 2018, the Research Office have instigated a new programme of bite-size training sessions, open to research staff to support the research process.</p>
<p>4. iv) Encourage external Fellowship applications (ongoing, next review July 2017) and develop internal, competitive Research Fellowship Scheme (Completed January 2016)</p> <p>Recruitment of high quality researchers to Fellowships scheme (Completed October 2016).</p>	<p><i>Overall 10% increase in applications from LU research staff for internal Fellowship calls by May 2018</i></p>	<p>Research Office</p>	<p>The dedicated Research Development Manager (Research Leaders/Institute for Advanced Studies) works with other RDMs to support applicants throughout the application process. This has led to an improvement in success rates and an increase in the number of researchers achieving fellowships, which also leads to increased retention of high-calibre researchers. In 2016/17 academic year support was given to 13 UK fellowship applicants and 14 international applicants; in 2017/18 the equivalent figures were 21 UK fellowship applicants and 11 international applicants. Out of the total 59 applications, 10 applicants (17%) were successful in being awarded a research fellowship. The support provided is also likely to help with the future career of those unsuccessful in fellowship bids, and anecdotal evidence suggests that some of these staff are successfully moving on to lectureship positions both at Loughborough and elsewhere.</p>
<p>4. v) Refine, enhance and promote career progression framework for within & outside HE for researchers</p> <p>Framework incorporated into mentoring scheme and other Career Development Opportunities (September 2017)</p>	<p><i>Active use of Framework by researchers. Review of framework by research staff association and update by January 2018.</i></p>	<p>Careers Network</p>	<p>The Career Progression Framework is available for interactive use on Research Staff Development web pages. Career Development resources and information about how to access career appointments and career related workshops have also been included on those pages.</p>
<p>Principle 5 – Researchers’ Responsibilities</p>			

<p>5. i)Support Research Staff Association. Provide in-kind support for LURSA (Ongoing) Facilitate future possible funding/support application for LURSA (Completed, ongoing each financial year)</p>	<p><i>Support LURSA to run at least two events per year specifically for members of research staff. Continuing approval of annual budget for LURSA activities in July each year.</i></p>	<p>Research Office, Centre for Academic Practice</p>	<p>LURSA has received funding to support promotion and activities via the Centre for Academic Practice. This has allowed purchase of a new promotional banner for use at events, and has also supported 2-3 events each year, which this year has included a quiz night at a local café and a networking lunch held on the University campus but catered for externally. Both events attracted participants who had not previously engaged with LURSA and some new LURSA committee members.</p>
<p>5. 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 (Ongoing, review July 2017)</p>	<p>Improved uptake on proportion of Research Staff engaging in CPD opportunities. Measure in CROS and collect participation data from my.HR. <i>Measure number of applications to Santander Mobility Scheme and success rate Increase of 5% by May 2018.</i></p>	<p>Centre for Academic Practice</p>	<p>We are currently investigating CPD activities undertaken by Research Staff and this action has been carried forward to the new action plan. Please see 4.iii above for further details.</p> <p>There has been a 50% increase in successful applications for Santander Mobility awards from Research Staff between 2016 and 2018.</p>
<p>Principle 6 – Diversity and Equality</p>			
<p>6. i) Promote the availability of resources to support English Language, including online resources provided through the English Language Study Service and Centre for Academic Practice (March 2017 and annually thereafter)</p>	<p>Increased uptake of at least 5% training by researchers measured through CROS, Staff Survey, LURSA.</p>	<p>Centre for Academic Practice</p>	<p>The “Communicate” course run by the Centre for Academic Practice continues to run; three members of research staff have taken part in the past two years (from a total of 30 participants), with three having taken part in the preceding two year period. The Centre for Academic Practice has created an online course (http://www.cap.lboro.ac.uk/communicate/) which is available to all staff and uses multimedia to develop language skills. The Academic Language Support Service provides a comprehensive guide to the academic use of English, which is available to all staff via the Learn virtual learning environment. Due to</p>

			the open nature of these two online resources it is not possible to follow the uptake of these courses except through CROS. A question added to CROS 2017 showed that 3.4% of research staff had accessed these resources; a further 18% said they would like to access such resources; this will be reassessed in CROS 2019. Both resources are advertised via the Research Staff Development website.
6. ii) Achieve Athena SWAN recognition for the University and in all relevant departments (ongoing) .	Further Athena Awards submitted and obtained. University submission in November 2017.	Athena SWAN Self-Assessment Team(s)	Loughborough University has held the Bronze Institutional Award since 2009. The School of Sport, Exercise and Health Sciences was awarded Silver accreditation in 2013. Loughborough Design School was awarded Bronze accreditation in April 2014. A joint submission from Mathematical Sciences and the Mathematics Education Centre was awarded Silver accreditation in April 2015, but that accreditation has lapsed as the departments prepare to submit for a Bronze award as part of the wider School of Science. The School of Architecture, Building and Civil Engineering were successfully awarded a Bronze award in 2017. All remaining eligible schools are expected to apply for an award by 2022.
6. 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 (ongoing)	Inclusion in Athena SWAN applications	Athena SWAN Self-Assessment Team(s) Planning	Work on this has been started by the Athena-SWAN project officer.
6. iv) <i>Make further commitments to improve equality for minority ethnic staff.</i> Additional Action	<i>Make external commitment by Summer 2018.</i>	Human Resources	The University has become a member of the Equality Challenge Unit's Race Equality Charter, committing to follow its principles in how it approaches race equality and

			addresses its institutional culture (24 April 2018).
Principle 7 – Implementation and Review			
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 2017 and annually thereafter). More targeted/focussed interventions will then be possible.	Data will be collected and shared with Research Staff Working Group	Human Resources	We have begun to explore the data the university holds on Research Staff and to develop effective reports, this work is ongoing, and this action is carried forward into the new action plan.
7. ii) Participate in CROS 2015, encourage Research Staff participation (March-June 2015) <i>Participate in CROS 2017 (March-June 2017)</i> Seek approval from Research Committee for participating in PIRLS 2015 (February 2016)	<i>Improved response rate to CROS, increase to 30% participation from research staff.</i>	Centre for Academic Practice, Research Office	A coordinated and concentrated effort resulted in a response rate of 39% of all research staff to CROS 2017, a 50% increase over the previous level of 26% recorded for CROS 2015.
7. iii) Develop a research-staff-specific 'Destinations' questionnaire to monitor destinations, and reasons for research staff leaving (June 2017). Collection of destination information (June 2017)- July 2018)	Questionnaire will be sent out and Insights into destinations and reasons for leaving will be gained	Human Resources	Discussions are ongoing, and this action is carried forward into the new action plan.
7. 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, these will be incorporated into the Concordat Action Plan.	Human Resources Research Staff Working Group	Discussions are ongoing, and this action is carried forward into the new action plan.
7. v) Research Staff Working Group should continue to meet and review progress against Concordat Implementation Plan (November 2017 and annually thereafter).	Regular meetings will take place, with a range of stakeholders including Research Staff. Action plan will be updated regularly	Research Office	There have been regular meetings of the University's Research Staff Working Group, which has examined and discussed issues pertinent to Research Staff.
7 vi) <i>Identify new actions resulting from the Staff Survey for the Research job family and incorporate at least two new actions with SMART objectives into the Concordat Implementation plan as a result of</i>	At least two new actions will be identified and incorporated into the plan	Research Office	From the staff Survey and through LURSA, three additional actions were added to the Action Plan: 1.iii, 2.x and 6.iii. All have been reported on above.

<i>this comparison including deadlines for action and evaluation (May 2017).</i>			
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Glossary

ATP	Associate Teaching Pathway
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
ROTOR	Recognition of Teaching for Researchers
SMT	Senior Management Team