

**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
<b>Principle 1</b>		
<p><b>1. i)</b> Review and increase awareness of Research Staff Code of Practice through Recruitment &amp; selection training and other routes, measure awareness in CROS (Awareness raising to continue, ongoing, Review Code <b>June 2017</b>).</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>	CAP Research Office
<p><b>1. ii)</b> Implement the reduction of Fixed Term Contracts (<b>Review May 2017 and annually thereafter</b>)</p> <p><i>Action: investigate recruitment policies in light of funding changes and potential scenarios around exit from European Union (September 2017)</i></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>	Human Resources Planning
<b>Principle 2</b>		
<p><b>2. i)</b> Raise awareness of Code of Practice to new research staff and new PIs. (<b>June 2017 and annually thereafter</b>).</p> <p><i>Add specific question into CROS to monitor Awareness of Code of Practice (April 2017)</i></p> <p>Add section on Code of Practice into “Introduction to Research” and “Welcome to Loughborough” events for new staff.</p>	<p><i>Assess through CROS2017.</i></p> <p><i>10% increase in the level of awareness of COP in CROS2017 relative to CROS2015.</i></p> <p><i>Information added to relevant courses by October 2017.</i></p>	Research Office, Centre for Academic Practice, and Human Resources.
<p><b>2. ii)</b> Review Code of Practice for Employment of Research Staff. Any changes in Code agreed with LURSA, Union, HR Committee and published (<b>Revised date September 2017</b>)</p>	<p><i>Revised Code updated through consultation with Research Staff Association, and submitted to Research Committee for consideration by September 2017.</i></p>	Research Office and Human Resources
<p><b>2. iib)</b> Information for new research staff incorporated into new staff website. 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 (<b>Review date November 2015 and annually thereafter</b>)</p>	<p>Improvements in responses in future CROS and Staff Surveys as to integration into the University and Induction information. <i>5% increase in positive responses per year in the relevant questions.</i></p>	Centre for Academic Practice Research Office
<p><b>2.iii)</b> Improve participation and efficacy of Research Staff Induction at School and</p>	<p>Success will be measured through</p>	Centre for Academic Practice

<p>University level (Revised date <b>January 2018</b>)</p> <p>Undertake a review of the induction for new Research Staff across all Schools (Not progressed by 2015, revised date <b>September 2017</b>).</p> <p><i>Add specific question to CROS 2017 to allow future monitoring <b>April 2017</b></i></p>	<p>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>Academic Schools Staff Development</p>
<p><b>2. iv)</b> Where possible, encourage research staff to be Co-Investigators or named researchers on grants. Review of recruitment and retention of researchers (<b>September 2018</b>).</p> <p><i>Discuss with Change Team recruitment of researchers on grants in process review (<b>May 2017</b>)</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><b>2.v)</b> Investigate the extent to which we are employing more of our existing RAs onto new contracts, or whether this is a recent phenomenon (<b>Revised date April 2017</b>) Following analysis of the data introduce new actions to help with retention rates (<b>Revised date September 2017</b>)</p>	<p><i>Gather data on RA contracts and analyse by April 2017.</i> <i>Report actions to improve retention rates to Research Committee by September 2017.</i></p>	<p>Human Resources Planning</p>
<p><b>2. vi)</b> 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, <b>June 2017, and annually thereafter</b>)</p> <p><i>Audit school policies and ensure researcher representation in meetings and committees (<b>May 2018</b>).</i> <i>Increase the representation across Schools on the LURSA committee (<b>September 2017</b>).</i></p> <p><i>Increase the number of regular meetings in Schools between LURSA reps and Associate Deans (Research) (<b>December 2017</b>)</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><b>2.vi)</b> Continuing Professional Development of RAs to be included in grants, and as one of their outcomes</p>	<p><i>Proportion of CPD in grants to be benchmarked. 10% increase in submitted</i></p>	<p>Research Office Principal Investigators</p>

Work with Research Projects Team (Research Office) to improve engagement with this, and to monitor effectiveness (Revised date <b>May 2017</b> )	<i>grants that include CPD costs by May 2018.</i>	
<b>2. vii)</b> Monitor uptake of PDR by research staff on an annual basis following each PDR cycle ( <b>May 2017 and ongoing</b> ).	Compared to CROS 2015, 20% increase in PDR uptake by research staff, in CROS 2017. By May 2018, increase by 40% compared to 2015.	Chair of PDR Workstream
<b>2. viii)</b> Review the clarity and communication of policies and procedures affecting research staff to ensure consistency of practice and understanding across the University ( <b>July 2017</b> )	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>	Human Resources
<b>2. ix)</b> Seek to improve our understanding of PI engagement with researcher development and support, including the identification of barriers ( <b>November 2017</b> )	<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>  <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>	Research Office Research Staff Working Group Research Committee
<b>Principle 3</b>		
<b>3. i)</b> Continuing Professional Development to include teaching & training in teaching and preparation for academic practice ( <b>September 2016</b> )	Increase number of Researchers attaining HEA recognition.	Centre for Academic Practice

	<i>A further five research staff per year to gain HEA recognition through support from Centre for Academic Practice (including ROTOR scheme).</i>	
<b>3. ii)</b> Research Office website revisions to improve information, communication and support for all staff involved in research ( <b>January 2015 with ongoing updates</b> )	<i>Review of website by research staff (especially LURSA) and consultation prior to enactment of changes. Website update by January 2018.</i>	Research Office
<b>3. iii)</b> Continue to work towards improving PDR uptake by research staff. All post-probation staff are required to have a PDR. ( <b>July 2015, review July 2017</b> )	<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
<b>Principle 4</b>		
<b>4. i)</b> Refine and promote Career Development Plan incorporating Vitae's Researcher Development Framework developed. Publication & promotion on relevant websites; included in information for PDR process ( <b>Spring 2017</b> ).	Feedback and uptake data from research staff, including in Research Staff mentoring scheme. <i>Ongoing promotion, incorporation into PDR websites January 2017, seek feedback on uptake in CROS 2017 and from HR records by May 2017</i>	Careers Network
<b>4. ii)</b> Promote researchers' skills to potential employers outside HE, for example at local employer event. Monitor engagement with Employer event ( <b>Revised date Spring 2018</b> )	<i>10% increase in participation by research staff at employer events by May 2018.</i>	Careers Network
<b>4. iii)</b> 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, <b>next review July 2017</b> ) Review participation in CPD and careers opportunities by researchers ( <b>Review September 2017 and annually thereafter</b> )	<i>Development programme mapped, and recommendations for changes communicated to relevant professional services by October 2017.</i>  <i>5% increase in participation in CPD and careers opportunities by research staff by May 2018.</i>	Centre for Academic Practice and Research Office
<b>4. iv)</b> Encourage external Fellowship applications ( <b>ongoing, next review July 2017</b> ) and develop internal, competitive Research Fellowship Scheme ( <b>Completed January 2016</b> ) Recruitment of high quality researchers to Fellowships scheme ( <b>Completed October 2016</b> ).	<i>Overall 10% increase in applications from LU research staff for internal Fellowship calls by May 2018</i>	Research Office
<b>4. v)</b> Refine, enhance and promote career progression framework for within & outside HE for researchers Framework incorporated into mentoring scheme and other Career Development	<i>Active use of Framework by researchers. Review of framework by research staff association and update by January 2018.</i>	Careers Network

Opportunities ( <b>September 2017</b> )		
<b>Principle 5</b>		
<p><b>5. i)</b> Support Research Staff Association. Provide in-kind support for LURSA (<b>Ongoing</b>) Facilitate future possible funding/support application for LURSA (<b>Completed, ongoing each financial year</b>)</p>	<p><i>Support LURSA to run at least two events per year specifically for members of research staff.</i> <i>Continuing approval of annual budget for LURSA activities in July each year.</i></p>	Research Office, Centre for Academic Practice
<p><b>5. ii)</b> 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 (<b>Ongoing, review July 2017</b>)</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</i> <i>Increase of 5% by May 2018.</i></p>	Centre for Academic Practice
<b>Principle 6</b>		
<p><b>6. i)</b> Promote the availability of resources to support English Language, including online resources provided through the English Language Study Service and Centre for Academic Practice (<b>March 2017 and annually thereafter</b>)</p>	Increased uptake of at least 5% training by researchers measured through CROS, Staff Survey, LURSA.	Centre for Academic Practice
<p><b>6. ii)</b> Achieve Athena SWAN recognition for the University and in all relevant departments (<b>ongoing</b>).</p>	Further Athena Awards submitted and obtained. University submission in November 2017.	Athena SWAN Self-Assessment Team(s)
<p><b>6. iii)</b> 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 (<b>ongoing</b>)</p>	Inclusion in Athena SWAN applications	Athena SWAN Self-Assessment Team(s) Planning
<b>Principle 7</b>		
<p><b>7. i)</b> 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 (<b>April 2017 and annually thereafter</b>). More targeted/focussed interventions will then be possible.</p>	Data will be collected and shared with Research Staff Working Group	Human Resources
<p><b>7. ii)</b> Participate in CROS 2017 (<b>March-June 2017</b>)</p>	<i>Improved response rate to CROS, increase to 30% participation from research staff.</i>	Centre for Academic Practice, Research Office
<p><b>7. iii)</b> Develop a research-staff-specific 'Destinations' questionnaire to monitor destinations, and reasons for research staff leaving (<b>June 2017</b>).</p>	Questionnaire will be sent out and Insights into destinations and reasons for leaving	Human Resources

Collection of destination information <b>(June 2017)- July 2018)</b>	will be gained	
<b>7. iv)</b> Evaluate destinations over a period of time; information to inform future Concordat Implementation Plan activities <b>(ongoing, starting August 2016)</b>	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
<b>7. v)</b> Research Staff Working Group should continue to meet and review progress against Concordat Implementation Plan <b>(November 2017 and annually thereafter)</b> .	Regular meetings will take place, with a range of stakeholders including Research Staff. Action plan will be updated regularly	Research Office
<b>7 vi)</b> <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 this comparison including deadlines for action and evaluation (May 2017).</i>	At least two new actions will be identified and incorporated into the plan	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
ROTOR	Recognition of Teaching for Researchers
SMT	Senior Management Team