

Concordat Implementation Plan 2018-2020– *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 – Recruitment and Selection</b>		
1. i) Continue to increase awareness of Research Staff Employment Code of Practice through Recruitment & selection training and other routes, measure awareness in CROS (Awareness raising to continue, <b>ongoing</b> ).	5% increase in the level of awareness of COP in CROS2019 relative to CROS2017.	Research Office, Centre for Academic Practice, and Human Resources.
1. ii) Implement the reduction of Fixed Term Contracts <b>(Review May 2019 and annually thereafter)</b> Action: investigate recruitment policies in light of funding changes and the developing situation relating to exit from European Union ( <b>September 2019</b> )	<i>Further reduce the percentage of research staff employed on Fixed Term Contracts by 5% by October 2020, compared to October 2018. Incorporate Research Staff actions into the University's new People Strategy where appropriate.</i>	Human Resources Planning
<b>Principle 2 – Recognition and Value</b>		
2. i) Raise awareness of Research Staff Employment Code of Practice to new research staff and new PIs. ( <b>Ongoing</b> ).	Assess through CROS2019. 5% increase in the level of awareness of COP in CROS2019 relative to CROS2017.	Research Office, Centre for Academic Practice, and Human Resources.
2. ii) Complete the review of Research Staff Employment Code of Practice. Any changes in Code agreed with LURSA, Union, HR Committee and published, followed by dissemination ( <b>Process to be completed by March 2019</b> )	Revised COP updated and approved by all relevant committees by <b>September 2019</b> .	Research Office, Centre for Academic Practice, and Human Resources.
2. iib) Provide regular updates to new staff website, with input and feedback from researchers via LURSA (Continuous updates ongoing). On an annual basis review website content relevant to new research staff ( <b>Review date November 2019 and annually thereafter</b> )	Improvements in responses in future CROS and Staff Surveys as to integration into the University and Induction information. 5% increase in positive responses per year in the relevant questions.	Centre for Academic Practice Research Office
2. iiii) Undertake a review of the induction for new Research Staff across all Schools ( <b>February 2019</b> ). Recommend actions to improve participation and efficacy of Research Staff Induction at School and University level ( <b>April 2019</b> ).	Expect 10% increase in participation in school inductions by CROS 2019.	Centre for Academic Practice, Academic Schools, Staff Development
2. iv) Where possible, encourage research staff to be Co-Investigators or named researchers on grants. <i>Head of Researcher Development to discuss this issue with Associate Deans for Research in Schools (Feb 2019).</i>	<i>Promote via "Introduction to Research at Loughborough" and other related events (February 2019 and ongoing). Meetings held, individual School plans developed.</i>	Research Office, Planning
2.v) Review of recruitment and retention of researchers ( <b>September 2019</b> ). Following review, introduce new actions to help with retention rates ( <b>September 2020</b> ).	Report actions to improve retention rates to Research Committee by <b>September 2019</b> . <i>Increase retention rate of researchers by 5% by</i>	Human Resources, Planning

	<b>September 2020.</b>		
<p><b>2. vi)</b> Monitor attendance by researchers at School and other relevant University meetings. Continue to gather information about participation in University meetings in CROS and Quadrennial Review Process (Ongoing, <b>May 2019, and annually thereafter</b>) Audit school policies and ensure researcher representation in meetings and committees (<b>May 2019</b>). Continue to work with LURSA and academic schools to ensure representation across Schools on the LURSA committee (<b>September 2019, with annual review of representation thereafter</b>). Continue to increase the number of regular meetings in Schools between LURSA reps and Associate Deans (Research) (<b>December 2019</b>).</p>	<p>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. Receive reports from schools and from research staff (through research staff association) to ensure representation. Every School with a population of at least 10 members of Research Staff to have representation on LURSA.  Share best practice between schools., support meetings with training and advice.</p>	Academic Schools, Athena SWAN SATs, Centre for Academic Practice.	
<p><b>2.vi)</b> Continuing Professional Development of RAs to be included in grants, and as one of their outcomes. Continue to work with Research Projects Team (Research Office) to improve engagement with this, and to monitor effectiveness (Review <b>February 2019 and at least annually thereafter</b>). <i>Head of Researcher Development to discuss with Associate Deans for Research in Schools (Feb 2019).</i></p>	<p>Proportion of CPD in grants to be benchmarked. 10% increase in eligible submitted grants that include CPD costs by <b>February 2020</b>.  <i>Meetings held and School strategies developed.</i></p>	Research Office, Principal Investigators	
<p><b>2. vii)</b> Review effectiveness of PDR process for Research Staff and modify as appropriate for 2020 PDR round. Continue to monitor uptake of PDR by research staff on an annual basis following each PDR cycle (<b>May 2019 and ongoing</b>).</p>	<p>A 10% increase in overall usefulness rating of PDR in CROS 2019, compared to CROS 2017.</p>	Chair of PDR Workstream	
<p><b>2. viii)</b> Continue to monitor the clarity and communication of policies and procedures affecting research staff to ensure consistency of practice and understanding across the University (<b>August 2019 and annually thereafter</b>).</p>	<p>Continue to monitor clarity and communication via CROS2019 and, where possible, other School- and University-level surveys; also via consultation with LURSA. <i>New People Strategy to fully integrate Research Staff (May 2019).</i> Improvement by average of 10% in relevant questions in CROS2019 over CROS2017.</p>	Research Staff Working Group, Human Resources	

<p><b>2. ix)</b> Seek to improve our understanding of PI engagement with researcher development and support, including the identification of barriers (<b>ongoing</b>).</p>	<p>Continue to engage PIs with researcher development through direct and indirect dissemination events and dialogue. Through further development of the 'Research Leaders' programme, ensure Researcher Development is included as a core attribute/competency for successful Research Leadership for mid- and late- career research leaders. <i>Head of Researcher Development to discuss PI engagement with Associate Deans for Research in Schools (Feb 2019).</i></p>	<p>Research Office, Research Staff Working Group, Research Committee</p>
<p><b>2. x)</b> Continue to run the Fellowship Inaugural Lecture events to celebrate the achievement of Research Fellowship holders and to raise awareness of Research Fellowships amongst Research Staff. (<b>Ongoing</b>). <i>Fellowship pipeline meetings to be held with individual Schools for Fellowship pipelines/succession planning (Feb 2019).</i></p>	<p><i>A 5% increase in applications from LU research staff for internal Fellowship calls by July 2020.</i></p> <p><i>Succession plans created by Schools in association with Research Office by July 2020.</i></p>	<p>Centre for Academic Practice, Research Office</p>
<p><b>Principle 3 – Support and Career Development</b></p>		
<p><b>3. i)</b> Continue to refine Professional Development opportunities in teaching &amp; learning for Research Staff (<b>review July 2019 and annually thereafter</b>).</p>	<p><i>At least fifteen research staff per year to gain HEA recognition through support from Centre for Academic Practice (including Associate Teaching and Recognition of Teaching for Researchers (ROTOR) pathways).</i></p>	<p>Centre for Academic Practice</p>
<p><b>3. ii)</b> Research Office website revisions to continue to improve information, communication and support for all staff involved in research (<b>ongoing updates</b>).</p>	<p>Website review in <b>November 2019</b> and annually thereafter.</p>	<p>Research Office</p>
<p><b>3. iii)</b> Continue to ensure high level of PDR uptake by research staff. All post-probation staff are required to have a PDR. (<b>review annually from July 2019</b>).</p>	<p><i>PDR completion rates for eligible staff to remain above 95% for the institution.</i></p>	<p>Deans of Schools, and Human Resources</p>
<p><b>3. iv)</b> <i>Create at least 3 Post-Doctoral Development Fellowships to support freshly graduated EPSRC-funded PhD students for up to nine months in their transition to independent researchers (recruit by Summer 2019). The fellowships will support end-user dissemination and/or publication to improve evidence of impact and track record.</i></p>	<p><i>Recruitment of at least 3 Fellows during 2019, measure publications and dissemination from research at the end of the fellowships and in the following 12-month period (September 2020, September 2021).</i></p>	<p>Human Resources, Research Office</p>
<p><b>Principle 4 – Support and Career Development</b></p>		
<p><b>4. i)</b> Continue to promote Career Development Plan on relevant websites; included in information for PDR process (<b>January 2019 and annually thereafter</b>).</p>	<p>Feedback and uptake data from research staff, measured via CROS2019; increase of awareness by 10% over CROS2017.</p>	<p>Careers Network</p>
<p><b>4. ii)</b> Continue to undertake local employer event for researchers. Monitor</p>	<p>10% increase in participation by research staff at</p>	<p>Careers Network</p>

engagement with Employer event ( <b>Autumn 2019 and annually thereafter</b> ).	employer events by <b>November 2020</b> .		
<b>4. iii)</b> Review participation in CPD and careers opportunities by researchers ( <b>Review February 2019 and annually thereafter</b> ). <i>Through CROS2019 and Research Staff Working Group, identify further development opportunities for Research Staff.</i>	<i>10% increase in number of hours spent on CPD and careers opportunities by research staff by <b>May 2020</b>. Create and deliver one new development opportunity specifically for research staff each year.</i>	Centre for Academic Practice, Research Staff Working Group and Research Office	
<b>4. iv)</b> Continue to encourage and support external Fellowship applications ( <b>ongoing, next review July 2019</b> )	A 10% increase in applications from LU research staff for Fellowship calls by <b>July 2020</b> .	Research Office	
<b>4. v)</b> Continue to refine and promote the career progression framework for within & outside HE for researchers. Framework incorporated into new mentoring scheme and other Career Development Opportunities ( <b>October 2019</b> ).	<i>Active use of Framework by researchers – increase awareness by 10% in CROS2019 over CROS2017.</i>	Careers Network	
<b>4. vi)</b> Design and implement a new mentoring system that will meet the needs of Research Staff and increase engagement with mentoring relative to previous schemes.	<i>Develop a new scheme and start a pilot with a minimum of 5 research staff, to begin in <b>October 2019</b>.</i>	Centre for Academic Practice, Careers Network, Human Resources	
<b>Principle 5 – Researchers’ Responsibilities</b>			
<b>5. i)</b> Provide in-kind support for Loughborough University Research Staff Association (LURSA) ( <b>Ongoing</b> ). Facilitate funding for LURSA ( <b>Ongoing each financial year</b> ).	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.	Research Office, Centre for Academic Practice	
<b>5. ii)</b> Monitor engagement with CPD activities for research staff - participation data collected and analysed ( <b>February 2019</b> and annually thereafter). Improved transparency of CPD opportunities and uptake of CPD by Research Staff.	<i>Measure in CROS and collect participation data from my.HR. 10% increase in amount of time spent on CPD per researcher by <b>May 2020</b>.</i>	Centre for Academic Practice	
<b>5. iii)</b> Increase engagement and attendance of research staff at Fellowship Inaugural Lectures and Annual Research Conference. Further engage with LURSA and Associate Deans (Research) to select topics and define activities, and to aid in promotion of events.	<i>Achieve an increase of 10% in numbers of research staff attending both events by <b>November 2020</b>.</i>	Centre for Academic Practice, Research Office	
<b>Principle 6 – Diversity and Equality</b>			
<b>6. i)</b> Continue to promote the availability of resources to support English Language, including online resources provided through the Academic Language Study Service and Centre for Academic Practice ( <b>January 2019 and annually thereafter, to coincide with PDR period</b> ).	Increased uptake of at least 5% training by researchers measured through CROS.	Centre for Academic Practice	
<b>6. ii)</b> Maintain Athena SWAN recognition for the University and achieve awards in all schools and departments ( <b>Review November 2020</b> ).	Further Athena SWAN Awards submitted and obtained. All remaining schools are expected to apply for an award by <b>2022</b> .	Athena SWAN Self-Assessment Team(s)	

<b>6. iii)</b> Investigate and monitor the gender balance in our research staff population; particularly those on fixed term contracts. Data will be included in Athena SWAN action plans at application and renewal stage ( <b>ongoing</b> ).	<i>Data to be finalised by <b>February 2019</b>. Ongoing monitoring for inclusion in Athena SWAN applications.</i>	Athena SWAN Self-Assessment Team(s) Planning	
<b>6. iv)</b> Make further commitments to improve equality for minority ethnic staff.	<i>Convene a Self-Assessment Team for the Race Equality Charter by the end of <b>September 2019</b>.</i>	Planning	
<b>6. v)</b> Apply to become Stonewall Diversity Champion members for the academic year 2019/20.	<i>The University will submit an application to Stonewall by the end of <b>September 2019</b>.</i>	Human Resources	
<b>Principle 7 – Implementation and Review</b>			
<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 2019 and annually thereafter</b> ). More targeted/focussed interventions will then be possible.	Data will be collected and shared with Research Staff Working Group	Human Resources	
<b>7. ii)</b> Participate in CROS 2019, encourage Research Staff participation ( <b>March-June 2019</b> ).	<i>Continue to receive response rate to CROS of 33% or more for research staff.</i>	Centre for Academic Practice, Research Office	
<b>7. iii)</b> Develop a research-staff-specific ‘Destinations’ questionnaire to monitor destinations, and reasons for research staff leaving ( <b>February 2019</b> ). Collection of destination information ( <b>March 2019- March 2020</b> ).	Questionnaire will be sent out and Insights into destinations and reasons for leaving will be gained.	Human Resources	
<b>7. iv)</b> Evaluate destinations over a period of time; information to inform future Concordat Implementation Plan activities ( <b>November 2020</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>May 2019 and six-monthly thereafter</b> ).	Regular meetings will take place, with a range of stakeholders including Research Staff. Action plan will be reviewed on a six-monthly basis.	Research Office	
<b>7 vi)</b> Identify new actions resulting from the CROS2019 and any future Staff Surveys for Research Staff 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 ( <b>July 2019 and ongoing thereafter</b> ).	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