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			
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**). *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**).*	*10% increase in the level of awareness of COP in CROS2017 relative to CROS2015* All new research staff to receive email within two months of start date.	CAP Research Office	Included in the Working in the Current Research Environment workshop session for all staff (targeted at probationary academics). This runs three times a year, has had around 60participants. CROS2015 showed an overall increase amongst research staff in knowledge of UK initiatives relevant to them. Since 2013, awareness amongst LU research staff has increased for a number of UK initiatives: • Athena Swan (from 48% to 75% awareness). • HR Excellence Award (from 29% to 39%) • Vitae (57% to 65%) • The Researcher Development Framework (44% to 59%) Include additional question in CROS on Code of Practice.
1. **ii)** Implement the reduction of Fixed Term Contracts **(Review May 2017 and annually thereafter)** *Action: investigate recruitment policies in light of funding changes and potential scenarios around exit from European Union (**September 2017**)*	*Reduce the percentage of research staff employed on Fixed Term Contracts by 10% by October 2018.* **Submit report on recruitment on fixed term contracts to Research Committee by September 2017.**	Human Resources Planning	This is part of the institutional Athena SWAN strategy. Proportion of "less than 1 year contracts" has declined from 2012. Increase in contracts 1 – 3 years. The use of open-ended contracts appears to be inconsistent across the university and further investigation is required to determine current practice and analyse recruitment policies.
Principle 2			
2. i) Raise awareness of Code of Practice to new research staff and new PIs. (**June 2017 and annually thereafter**). *Add specific question into CROS to monitor*	*Assess through CROS2017. 10% increase in the level of awareness of COP in CROS2017 relative to CROS2015.*	Research Office, Centre for Academic Practice, and Human Resources.	Awareness raised through Strategic Academic Induction (run in 2015) and Introduction to Research (runs three times a year, to approximately 40 new research staff each

*Awareness of Code of Practice (**April 2017**)* Add section on Code of Practice into "Introduction to Research" and "Welcome to Loughborough" events for new staff.	*Information added to relevant courses by October 2017.*		year). Promoted through Working in the Current Research Environment Workshop (see P1.i). As in P1.i, overall awareness of research staff initiatives has improved.
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**)	*Revised Code updated through consultation with Research Staff Association, and submitted to Research Committee for consideration by September 2017.*	Research Office and Human Resources	Code of practice currently undergoing review by professional services (December 2016); will be reviewed by LURSA upon completion. Updated with new guidelines for providing teaching opportunities for Research Staff; changes agreed by Senate 18 November 2015.
2. iib) Information for new research staff incorporated into new staff website. Provide regular updates to web content, with input and feedback from researchers via LURSA (*Continuous updates ongoing, wholesale review within CALIBRE strategy **August 2017***). 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. *5% increase in positive responses per year in the relevant questions.*	Centre for Academic Practice Research Office	Staff Development now provides links to 'Development for your role' for Researchers'. Frequent updates have been made to the Research Staff Development website, including information for new starters. Training courses of relevance to Research Staff have been mapped and collated, and are now listed on the Centre for Academic Practice website, including a live link to the course booking: http://www.lboro.ac.uk/services/cap/courses-workshops/workshops/r_e_workshops/.
2.iii) Improve participation and efficacy of Research Staff Induction at School and University level (Revised date **January 2018**) Undertake a review of the induction for new Research Staff across all Schools (Not progressed by 2015, revised date **September 2017**). *Add specific question to CROS 2017 to allow future monitoring **April 2017***	Success will be measured through improved CROS and Staff Survey Responses and feedback from individual events and through Athena SWAN School surveys. *Make recommendations to schools of best practice for staff induction by January 2018. Expect 20% increase in participation in school inductions by July 2018*	Centre for Academic Practice Academic Schools Staff Development	All new staff are automatically enrolled onto "Welcome to Loughborough". Strategic Academic Induction was run by CAP in 2015 and was well-attended by research staff. CROS2015 showed that most research staff took part in a University-wide induction (82%) with 61% of those finding it useful or very useful. These figures are broadly the same as in 2013 (81% and 64% respectively). There is no differentiation available in the survey as to what a "University-wide induction" is, most

	(data from schools), 40% by CROS 2019.		likely this would be interpreted as "Welcome to Loughborough" rather than the Strategic Academic Induction, which many of the respondents would not have attended due to the timing of the survey. Approaches to academic induction are currently being reviewed by Staff Development.
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**). *Discuss with Change Team recruitment of researchers on grants in process review (**May 2017**)*	*Increase retention rate of researchers by 5% by September 2018.* *Incorporation of further guidance on using research staff as co-investigators on research grants.*	Research Office Planning	Civil and Building Engineering have started a Proposal Apprentice Scheme, to shadow the writing of research grants. We need to access data on recruitment and retention through HR system, e.g. information on whether a current RTE was a researcher and also whether a researcher has had multiple researcher contracts for a given period. However, this will require considerable resource and had not progressed. Research Office is undertaking a process review, which provides an opportunity to build in retention opportunity to grant process
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**)	*Gather data on RA contracts and analyse by April 2017.* *Report actions to improve retention rates to Research Committee by September 2017.*	Human Resources Planning	Work has started to bring together Athena SWAN and Concordat plans, as there is significant overlap in this area and it allows us to look at retention and progression. For example, the Athena SWAN institutional action plan includes progression RA to lecturer for females as an area for investigation/activity. Initial data mining from iTrent was inconclusive and requires significant further investigation to identify destinations of research staff at end of contract.
2. vi) Monitor attendance by researchers at School and other relevant University meetings.	*Research Staff representation at staff meetings in all schools with research staff population greater*	Academic Schools, Athena SWAN SATs.	CROS asked "To what extent do you agree that your institution treats you (as a member of research staff) equally with other types of staff

Gather information about participation in University meetings in CROS and Quadrennial Review Process (Ongoing, **June 2017, and annually thereafter**) *Audit school policies and ensure researcher representation in meetings and committees (**May 2018**).* *Increase the representation across Schools on the LURSA committee (**September 2017**).* *Increase the number of regular meetings in Schools between LURSA reps and Associate Deans (Research) (**December 2017**)*	*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.		in relation to opportunities to participate in decision-making processes (e.g. committees)?" In 2013 48% of respondents agreed/strongly agreed (A/SA), 43% disagreed/strongly disagreed (D/SD), in 2015 this had shifted to 39% A/SA and 42% D/SD. The "don't know" group went from 5% to 12%. This suggests no improvement in involvement of research staff in decision making processes and committees and possibly greater confusion about the structures of such committees and processes since 2013. One identified area of good practice is in the Design School, where a regular meeting is held between the LURSA representatives and the Associate Dean (Research). However there has been participation of Research Staff in Quadrennial Review meetings for three Schools (SSEHS January 2016, CBE February 2016, Science April 2017) and the Library (June 2016). Research Staff are represented in HR Committee. The Library will be seeking a Research Staff representative for the Library Users' Committee, which is being re-structured to ensure that it represents all Library user groups (April '16).
2.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 (Revised date **May 2017**)	*Proportion of CPD in grants to be benchmarked. 10% increase in submitted grants that include CPD costs by May 2018.*	Research Office Principal Investigators	Pending internal discussion within Research Office. Process review underway in Research Office
2. vii) The HR workstream reviewing PDR process	Compared to CROS 2015, 20%	Chair of PDR Workstream	2017 will see the implementation of a new

should take account of poor uptake for research staff, devising mechanisms to improve PDR uptake for this group (Completed) *Monitor uptake of PDR by research staff on an annual basis following each PDR cycle (**May 2017 and ongoing**).*	increase in PDR uptake by research staff, in CROS 2017. By May 2018, increase by 40% compared to 2015.		PDR process, which will be mandatory for all post-probation staff, and will include training for those who will be conducting PDRs for research staff, to discuss particular issues with that group. It will also allow accurate reporting of PDR uptake. 100% compliance for all eligible staff is expected.
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**)	Assess clarity and communication via CROS 2017 and other School- and University-level surveys; also via consultation with LURSA. *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.*	Human Resources	In CROS, participants were asked to what extent they agreed that they were treated equally with other types of staff in relation to a number of issues. The university performed well in "Visibility on websites and staff directories", however most attributes show a slight decline since 2011 and 2013, including: • Access to training and development opportunities • Opportunities for promotion and progression • Requests for flexible working • Terms and conditions of employment This last item has seen about a 6% increase of people who responded disagreed/strongly disagreed, including a shift from disagreed to strongly disagreed. The decreasing confidence in equal treatment is not direct evidence of anything but could suggest that policy and procedures relating to research staff, particularly those designed to increase equal treatment, are not being communicated with maximum clarity. Pending further data analysis of staff survey and discussion with LURSA/HR. Consultation with researchers revealed that there are some university-wide policies in place that may disproportionately impact on the career progression of research staff. It is

			suggested that the Pro Vice-Chancellor (Research) leads further work over the coming year to identify such policies and consult with interested parties to explore potential means to resolve any identified issues.
2. ix) Seek to improve our understanding of PI engagement with researcher development and support, including the identification of barriers (**November 2017**)	*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.* *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.*	Research Office Research Staff Working Group Research Committee	The PIRLS 2015 survey identified a number of recommendations to improve PI engagement with researcher development and support, which were put to Research Committee. This included a specific recommendation that Associate Deans (Research) and professional services should take steps to improve the culture of management and development of research staff by PIs/RLs at Loughborough. There was also discussion with research committee in Nov 2016 regarding Research Staff development opportunities. A new limited time working group has been established to look at Research Leadership and development for PIs, this has made an initial report to Research Committee and work will continue to develop Leadership Development programmes for different career stages.
Principle 3			
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. *A further five research staff per year to gain HEA recognition through support from Centre for Academic Practice (including ROTOR scheme).*	Centre for Academic Practice	CAP and the Graduate School have created the "Recognition of Teaching for Researchers" (ROTOR) scheme, which supports PGRs and research staff to work towards AFHEA status. Of 32 participants on the current scheme, eight are members of research staff. It is anticipated that the majority of participants will submit applications for HEA recognition in June of 2017. 24 research staff have participated in various other CPD courses that lead to HEA recognition.

			Additionally, the Code of Practice has been updated to make clear the rights and responsibilities of researchers who wish to undertake teaching as part of their employment at the university.
3. ii) Research Office website revisions to improve information, communication and support for all staff involved in research (**January 2015 with ongoing updates**)	*Review of website by research staff (especially LURSA) and consultation prior to enactment of changes. Website update by January 2018.*	Research Office	Research Office website has had a major revision (June 2015), and the new website includes highly relevant information for research staff including: identifying funding, applying for funding, negotiating contracts, managing projects, ethical research, research outcomes. A new research strategy (CALIBRE) has led to further web developments, including a new section on Research Leadership.
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**)	*Improved PDR completion rates reported at CROS 2017 and through HR records. 20% increase by July 2017, 40% by May 2018.*	Deans of Schools, and Human Resources	The number of Research Staff undertaking PDR has improved since 2011. The percentage of respondents in CROS was: 2011: 32% 2013: 36% 2015: 52% In addition, in 2015, 68% who had a PDR found the overall experience "very useful" or "useful", higher than in 2013 (50%). The Staff Survey asks whether participants have had a PDR or Probation Review in the past 12 months; in 2012 this was 43% for research staff, but increased to 56% in 2016. Participation should increase further through the new PDR process being launched in 2017.
Principle 4			
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 2017**).	Feedback and uptake data from research staff, including in Research Staff mentoring scheme. *Ongoing promotion,*	Careers Network	Information published on Research Staff Website (Spring 2015) Information to be incorporated into PDR information (January 2017) Progress on promotion and collecting feedback

	incorporation into PDR websites January 2017, seek feedback on uptake in CROS 2017 and from HR records by May 2017		has been held up due to long term sickness of a staff member. http://www.lboro.ac.uk/services/careers/staff /services-for-staff/
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**)	*10% increase in participation by research staff at employer events by May 2018.*	Careers Network	Progress has been held up due to long term sickness of a staff member
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**)	*Development programme mapped, and recommendations for changes communicated to relevant professional services by October 2017.* *5% increase in participation in CPD and careers opportunities by research staff by May 2018.*	Centre for Academic Practice and Research Office	A number of meetings have taken place between LURSA, Careers Network, CAP, Research Office and Library to discuss the development programme. An audit of training provision has been undertaken, mapped to the RDF. As part of this work, workshops relevant to research staff have been collated on a special section of the CAP website (http://www.lboro.ac.uk/services/cap/courses -workshops/workshops/r_e_workshops/). Figures pending from Careers Network Eight research staff have completed ILM programmes from levels 2-5, with four currently enrolled on ILM programmes, since 2014.
4. iv) Encourage external Fellowship applications (**ongoing, next review July 2017**) and develop internal, competitive Research Fellowship Scheme (**Completed January 2016**) Recruitment of high quality researchers to Fellowships scheme (**Completed October 2016**).	*Overall 10% increase in applications from LU research staff for internal Fellowship calls by May 2018*	Research Office	Vice Chancellors Research Fellowships advertised February 2016; five fellows appointed for October 2016, all of them recruited externally, from large field of international applicants. Five Loughborough Research Staff recruited as new lecturers (out of 10 appointed) in international 2015 recruitment drive Two EPSRC Doctoral Prize Fellows started October 2015 (expected to apply for external funding); one successful in being offered both an EPSRC and a RAEng fellowship. The Research Office has appointed to a new

			post with specific responsibility to encourage and support high quality Fellowship applications and to manage the schemes and development opportunities.
4. v) Refine, enhance and promote career progression framework for within & outside HE for researchers Framework incorporated into mentoring scheme and other Career Development Opportunities (**September 2017**)	*Active use of Framework by researchers. Review of framework by research staff association and update by January 2018.*	Careers Network	Mentoring scheme has run in 2014/15 and 2015/16, with 11 and 9 mentees matched with mentors in each year respectively. Progress has been delayed due to long term sickness absence of a member of staff
Principle 5			
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**)	*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	An internal budget for research staff development, intended in part for LURSA use, has been acquired as part of the CAP annual budget.
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**)	Improved uptake on proportion of Research Staff engaging in CPD opportunities. Measure in CROS and collect participation data from my.HR. *Measure number of applications to Santander Mobility Scheme and success rate* *Increase of 5% by May 2018.*	Centre for Academic Practice	CROS 2015 asked about equal treatment in regards to "Access to training and development opportunities", about which research staff are overwhelmingly positive, 73% agreeing or strongly agreeing they had equal access compared to other staff. Training courses of relevance to Research Staff have been mapped and collated, see Principle 2.ii for details. Staff have greater opportunities through ILM and ROTOR scheme for external accreditation. Training courses of relevance to Research Staff have been mapped and collated, and are now listed on the Centre for Academic Practice website, including a live link to the course booking: http://www.lboro.ac.uk/services/cap/courses-workshops/workshops/r_e_workshops/. Epigeum Research Integrity Online licence purchased; aim for 5% of Research Staff

			population to undertake. Mentoring scheme for research staff is now in its seventh year, with over 80 mentor/mentee partnerships having been established since 2009, including 9 in 2015-16 and 11 2014-15. Scheme is evaluated regularly with clear benefits identified. School-based mentoring schemes have developed due to Athena SWAN. Annual Conference for researchers (includes research staff talks, photographic and poster competition, workshop sessions, topical information). Helps build a supportive and inclusive research culture and community.
Principle 6			
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)**	Increased uptake of at least 5% training by researchers measured through CROS, Staff Survey, LURSA.	Centre for Academic Practice	The ELSS suite of courses is advertised through the Research Staff Development website. Research Staff are able to attend the academic language sessions run by ELSS through the Graduate School. Awaiting figures on 'Communicate' participation by research staff
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)	Athena Bronze Institutional renewal achieved and two silver departmental awards received for Maths/MEC and SSEHS. Wolfson, AACME, Design awarded Bronze in 2014 will submit for Silver in Nov 2017. Science will submit in 2018.
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	Pending data from Planning.
Principle 7			
7. i) Improve monitoring and data collection to inform understanding of Research Staff at a	Data will be collected and shared with Research Staff Working	Human Resources	This work is underway between Research Office and Athena SWAN project officer.

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.	Group		
7. ii) Participate in CROS 2015, encourage Research Staff participation (**March-June 2015**) *Participate in CROS 2017 (**March-June 2017**)* Seek approval from Research Committee for participating in PIRLS 2015 (**February 2016**)	*Improved response rate to CROS, increase to 30% participation from research staff.*	Centre for Academic Practice, Research Office	Participated in CROS 2015 – reported to Research Committee April 2016. Approval received to participate in CROS 2017. Participated in PIRLS 2015. Reported to Research Committee April 2016.
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	This work is underway between Research Office, Athena SWAN project officer and human resources.
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	Pending data from exit questionnaires collected by HR.
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	A Research Staff Working Group with a training remit is currently meeting regularly. Staff Development, Research Office/Graduate School, CAP, Library meet regularly with Research Staff Development as agenda item. New Research Leaders Strategy is part of overall research strategy (CALIBRE) and includes different career stages, plus a working group to look at training needs for PIs/Research Leaders.
7 vi) *Identify new actions resulting from the Staff Survey for the Research job family and incorporate at least two new actions with SMART objectives into*	At least two new actions will be identified and incorporated into the plan	Research Office	RAG report for the research job family for from the 2016 staff survey has now been received.

the Concordat Implementation plan as a result of this comparison including deadlines for action and evaluation (May 2017).			15 responses were in the Red category (10% more negative response than across the University), 10 in the Amber category (5% more negative than across the University), 22 questions were in the green category (10% more positive than across the University) these compared favourably with Teaching and Scholarship and Research and Teaching job families.

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