

Concordat Implementation Plan

Summary

Loughborough University is committed to the seven principles enshrined in the 2008 Concordat to Support the Career Development of Researchers. Work in 2009 assessed how the University could improve alignment with the Concordat, and recommendations were made. An update on progress towards the recommendations and the implementation plan is presented here.

Background

A working group was established to analyse any existing gaps in alignment with the Concordat. This group expanded to produce recommendations in response to the 2009 Staff Survey results (Research Job Family), in addition to the Concordat.

Membership of Concordat/Staff Survey Working Group

- Pro Vice-Chancellor (Research) - Chair
- Director of Capability Enhancement
- Human Resources Adviser (Engineering)
- Research Staff Development Officer
- President of UCU, Loughborough Branch and Senior Lecturer
- Research Associate & Research Staff Representative on Human Resources Committee

Evidence for the analysis was compiled from the Staff Survey results using data collected from the Research Job Family, the results of the 2009 Careers in Research Online Survey (CROS), a Research Staff Forum meeting held in 2009, and one-to-one meetings with relevant stakeholders such as the Equality and Diversity Officer. The Heads of Department were invited to provide input by email to the PVC(R).

Research Staff continue to be encouraged to engage with the Concordat implementation, for example through taking responsibility for their own careers and development. This pervades many of the events and support that we offer researchers, including: through the annual Research Staff Conference (both at the event itself and through researchers taking part in the planning and organisation), Researchers' Responsibilities and Concordat recommendations highlighted at the 'Introduction for New Research Staff' workshop, through one-to-one consultations, coaching and mentoring, at the bi-monthly Research Staff Forum.

Future stakeholder engagement methods include:

- Twice yearly meetings of Concordat Implementation Group, including research staff representation
- Participation in CROS
- Ongoing consultation through Research Staff Forum

Summary of progress towards implementation of Concordat

Task	Status	Date
Circulate copies of Concordat to Research Staff	Completed	Summer 2008
Analysis of existing gaps in University's alignment with the Concordat.	Completed	May 2009
Concordat Working Group combined with Staff Survey Working Group for Research Staff	Completed	Summer 2009
Hosted Regional Concordat Event	Completed	June 2009
List of recommendations provided to Human Resources Committee, including links to relevant departments, sections and units within the University responsible for addressing the recommendations	Completed	September 2009
Recommendations to Senate & Council	Completed	November 2009
Implementation of the recommendations	Ongoing – timescales in plan	
Response to UUK Concordat Survey 2010	Completed	May 2010
Review of Implementation of recommendations by Research Staff Development Officer	Completed	August 2010
Monitoring & Implementation. PVC(R) lead.	Ongoing	
Publication of Implementation Plan	Complete	Oct 2010

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Details of Actions by Department/Section (as at September 2010)

Key & Abbreviations:

ADR – Associate Dean for Research	CROS – Careers in Research Online Survey	HoD – Head of Department	PI – Principal Investigator	RF – Research Fellow	SD – Staff Development
CC – Careers and Employability Centre	E & D – Equality and Diversity	HR - Human Resources	PVC(R) – Pro Vice-Chancellor (Research)	RM – Research Manager	SET – Science, Engineering & Technology
CPD – Continuing Professional Development	FAQ – frequently asked questions	OEC – Open Ended Contract	RA – Research Associate	RSDO - Research Staff Development Officer	TC – Teaching Centre
CoP – Code of Practice	FTC – Fixed Term Contract	PDR – Performance and Development Review	RELO – Research E-learning Officer	RS – Research Staff	VC - Vice-Chancellor

Human Resources

Short Term

Action	Status/Notes	Timing
<p>Produce a document to be included in recruitment materials to include:</p> <ul style="list-style-type: none"> Statement that 'Researchers are chosen primarily for their ability to advance research at our institution. The University strives to attract excellence and respect diversity and has a commitment to provide stability for researcher' signifying that, as far as is possible, a stable working environment will be provided, further funding will be sought but obtaining external funding is a matter of uncertainty. Statement about the University's and RAs' responsibilities. Explanation that the University will try to keep the researcher's position, but cannot guarantee to do this. Information regarding flexible working policy and Confide, and Research Staff Forum. Encourage RAs to join Equality and Diversity Staff Groups and other groups and committees. 	<p>Completed: New staff website now live, and contains eg information about Confide, equality and staff groups</p> <p>Ongoing: To incorporate link to research staff website on new staff website</p> <p>Research Staff website to include details on E&D & staff groups, RS forum etc. Should also include information specifically for research staff, including link to Concordat, link on contract letter to relevant site for information for new research staff and Code of Practice.</p> <p>Standard Statement in job description/person specification for researchers outlining University's commitment to them.</p> <p>Website for new staff to include section containing specific information for each job family; Research job family could be the first.</p>	<p>Feb 2010</p> <p>Autumn 2010</p>

Action	Status/Notes	Timing
<p>Require RAs to undertake personal and professional development training, and other activities associated with career progression, as recommended by research councils. 10 days per year.</p> <p>Examples of CPD to be included.</p>	<p>Ongoing: PIs and researchers should be informed. Guidelines to be developed</p> <p>Develop protocol outlining expectation.</p>	<p>Autumn 2010 – then on-going</p>
<p>Produce and make RAs aware of FAQ (& answers) regarding pay and progression for research staff, and other HR policies.</p>	<p>Ongoing</p>	<p>By end of 2010</p>
<p>Ensure RMs (PIs) and RAs receive clear and relevant information, appropriate to all stages of researchers' employment including guidance comprehensible to a non-HR specialist.</p>	<p>Completed: Website for all new staff – welcome and induction – is now live</p> <p>Ongoing: Recruitment Good recruitment guide to be updated, to link to Code of Practice</p> <p>Induction – Inductor to receive link to induction page on new staff website, includes checklist.</p> <p>Recruitment & selection course includes induction planning.</p> <p>Probation - 2 x 0.5 day workshops focussing on probation in development</p> <p>New PDR scheme introduced. Training available for all. New website with relevant information in development.</p> <p>Information regarding end of contract, Redeployment, Redundancy to be developed</p> <p>Revised code of practice to be published and publicised, now being raised in recruitment & selection training and hard copies made available as appropriate. Recruitment & selection team (training & administration) would benefit from greater understanding of research roles and associated issues.</p>	<p>Late 2009</p> <p>By end 2010</p> <p>By end 2010</p> <p>All staff to receive PDR by Dec 2010</p> <p>April 2011</p> <p>CoP updated Spring 2010</p>

Medium Term (Resource and/or time required)

Action	Status/Notes	Timing
<p>Provide training for RMs (PIs) in managing and recruiting RAs, including recognition on publications, appraisal, leadership, diversity and equality practices, succession planning for</p>	<p>Completed: Those involved in recruitment must attend training. PDR training ongoing.</p>	<p>Summer 2011</p>

Action	Status/Notes	Timing
research staff employment, developing researchers, issues relating to unstable employment conditions faced by researchers.	Ongoing: HR strategy includes management and leadership	
<p>Provide appropriate induction, probation, and appraisal for all RAs, link to CPD (e.g. development plan).</p> <p>Provide an induction checklist that can be tailored to department</p>	<p>Completed: Pilot of probation, induction & appraisal for RAs in Engineering Faculty completed.</p> <p>Induction revisions complete.</p> <p>Revised Induction checklist produced for all staff (SD), and link to new staff website being sent to inductors</p> <p>Ongoing: December 2010 - PDR is being put in place for all staff. SD delivering training in departments.</p>	<p>PDR for All staff by Dec 2010</p> <p>Ongoing.</p>
<p>Ensure that recruitment and selection of RAs is consistent across University, by application of University guidelines & requirements. Recruitment panels should reflect diversity, where possible</p>	<p>Completed: New Recruitment team in HR.</p> <p>HR Recruitment team have been made aware of Concordat principles. RSDO met with recruitment & selection team & sent a copy of the Concordat to the team.</p> <p>New recruitment & selection training & respecting diversity training is in place to promote equality and good practice in recruitment procedures.</p> <p>Ongoing: Awareness of any revised policy/procedures to ensure that they are put into practice is required by team and recruiters. Regular follow-up meetings would be helpful.</p>	<p>Summer 2010</p>
<p>Rename job title of Grade 7 researchers – from Research Associate to Senior Research Associate.</p> <p>Issues associated with appointment of Research Fellows relating to the relevant Statute to be resolved as soon as possible.</p>	<p>Completed: Possibility of Grade 7 title change to be discussed at HR Working Group 27 September 2010 – already in place</p> <p>Ongoing: Statute revision under discussion</p>	<p>Sept 2010</p> <p>2011/12</p>
<p>Effect a reduction in the use of FTC through moving staff to OEC, where possible.</p>	<p>Ongoing: The use of FTCs has been reduced and reduction continues.</p>	<p>Ongoing</p>
<p>Develop clear procedures for the redeployment of RAs with consistency of good practice & guidance from HoDs & RMs (PI). Improve communication of opportunities (eg. development of web database).</p>	<p>Completed: Recruitment & selection training covers benefits of redeployment/ growth succession planning & career development of staff.</p> <p>Ongoing: Redeployment process is being discussed with the union.</p>	<p>April 2011</p>

Action	Status/Notes	Timing
	Ensure all research awards particularly those which include employment of RAs are widely disseminated. Grants awarded appear in University newsletter.	
<p>Ensure HoDs and PIs are aware that RAs are entitled to attend Departmental and University meetings. RAs should be invited and encouraged to attend, invited to contribute agenda items and receive agendas and minutes of such meetings.</p> <p>Ensure decision-making systems in departments are transparent and open to/involve RAs as appropriate.</p>	<p>Ongoing: Varied practice across University (e.g. Wolfson School has improved representation for Research Staff)</p> <p>Implementation of new schools provides an opportunity to ensure that this takes place. Incorporate into Job description of new Deans of School</p>	Ongoing
Update Code of Practice for Employment of Research Staff in light of the new Concordat.	<p>Completed: May 2010 – Minor Revisions & Updates to Code of Practice.</p> <p>Ongoing: Ongoing/regular reviews of Code of Practice required. HR Director to check updates prior to publication.</p>	May 2010 and ongoing
Ensure all research staff at the selection stage can demonstrate good oral and written English. Recommend a minimum standard, for example those set out for Postgraduate Research applicants.	<p>Completed: Covered in Recruitment & Selection training (much time is spent covering the essential elements of a role)</p> <p>Ongoing: HR Officers/ Recruitment team to produce person specification template for use in recruitment of RAs, to include these requirements. To incorporate this template in Good Recruitment Guide, with a requirement to be assessed at interview.</p>	Dec 2010
HoDs should ensure that all staff, including research staff, attend all mandatory training sessions.	<p>Ongoing: Restructuring provides an opportunity to ensure this takes place. To be incorporated into list of responsibilities of Dean of School.</p> <p>PVC(R) to remind PIs/HoDs of responsibilities for research staff.</p>	Ongoing
Improve English language support for non-native English speakers to enable them to be fully active members of the research community.	<p>Completed: Currently Student Support Centre provides courses costing £110 each for members of staff. Grammar & punctuation workshop is now available for Academic Staff & Researchers.</p> <p>CPD available through Teaching Centre</p>	Summer 2010

Action	Status/Notes	Timing
	<p>Workshops open to RS who teach:</p> <ul style="list-style-type: none"> • Making the most of your voice workshop • Lecturing with clarity in English <p>Communicate course offered to non-native English speaking Research Staff, who teach regularly, and academic staff. 8 week course 2 hours per week, sometimes as a block. Follow-up one-to-one sessions if necessary.</p> <p>Above run by professional voice coach and speech therapist includes:</p> <p>Ongoing: Online resource and leaflet in development to support participants on Communicate.</p>	

Research Office

Short Term

Action	Status/Notes	Timing
<p>Introduce a document to be included in recruitment materials to include:</p> <ul style="list-style-type: none"> Statement that 'Researchers are chosen primarily for their ability to advance research at our institution. The University strives to attract excellence and respect diversity and has a commitment to provide stability for researchers' signifying that as far as possible a stable working environment will be provided, further funding will normally be sought but obtaining external funding is a matter of uncertainty. Statement about the University's and RAs' responsibilities. Explain that the University will try to keep the researcher's position, but cannot guarantee to do this. Information regarding flexible working policy and Confide, and Research Staff Forum. Encourage RAs to join Equality and Diversity Staff Groups and other groups and committees. 	<p>Completed: Website for all new staff is now live. The website contains information about induction and links to Confide and the E&D Staff Groups.</p> <p>Ongoing: Support HR implementation of this action.</p>	<p>Feb 2010</p> <p>Autumn 2010</p>
<p>Participate in the CROS survey 2009. Identify actions from results of CROS</p>	<p>Completed: Draft report of results now produced (RSDO) Actions & executive summary incorporated into Concordat Working Group recommendations.</p> <p>Ongoing: Make full results available</p>	<p>Spring 2009</p>
<p>Improve links between support services websites e.g. RO, CC, HR, TC, SD, for ease of access of information.</p>	<p>Ongoing: Re-design of Research Staff website (RO) underway. Incorporate link from Code of Practice from HR website to RS website.</p>	<p>Autumn 2010 - ongoing</p>
<p>Provide guidance on authorship of publications. Provide a general statement about due recognition in publication which could include examples while acknowledging that this varies by discipline. Ensure that policy is not discriminatory.</p>	<p>Ongoing: Currently unwritten policy. New policy in development.</p>	<p>Autumn 2010</p>

Medium Term (Resources and/or time required)

Action	Status/Notes	Timing
<p>Work with HR (SD) to provide training for RMs (PIs) in managing and recruiting RAs, including recognition on publications, appraisal, leadership, diversity and equality practices, succession planning for research staff</p>	<p>Ongoing: Consider making this mandatory</p> <p>HR strategy includes management and leadership.</p>	<p>Summer 2011</p>

Action	Status/Notes	Timing
employment, developing researchers, issues relating to unstable employment conditions faced by researchers.	Recruitment & Selection training revised, not specific to researchers.	
Investigate the apparent development of Research Career structures at other Universities (e.g. York, Exeter, Bristol, Newcastle, UCL, UEA) to ascertain how Loughborough could adopt such a system (Research Fellows, promotion and progression for researchers).	Ongoing: Survey of other Universities' practice underway.	Spring 2011
Encourage external Fellowship applications, provide support and mentoring through the process, ensure that departments are aware of the opportunities.	Ongoing. Happens in some areas, further work required, needs structured/strategic approach	Autumn 2010 - Ongoing
In consultation with HR, RO should ensure that the level of pay or grade for RA is determined by the requirements of the post. This should ensure that unreasonable requirements are not expected of RA.	Ongoing: Formal discussion with RO is required. RSDO to organise discussion with pre-award team.	Autumn 2010 – ongoing
<p>Enhance skills development and personal development opportunities for RAs, increase departmental provision.</p> <p>Link personal development with mentoring and PDR for RAs.</p> <p>Recommend that all appointments of RA include provision for researchers' professional development. This should apply to projects and be commensurate with the length of the project</p>	<p>Completed: Wide programme of activities and events including: Annual Research Staff Conference (since 2008) with poster competition; email bulletins, website, newsletter to research staff; targeted workshops; bi-monthly Research Staff Forum (various topics); Successful Teaching and Assessment course, PRINCE2 project management training; faculty events; one-to-one coaching; Working with the Media; Engineering Young Entrepreneurs Scheme; Effective Researcher; Broadening Horizons; projects funded through Research Staff Development Competition.</p> <p>Mentoring available for some research staff (Mentoring scheme now in second year, following successful pilot)</p> <p>PDR introduced from Autumn 2010</p> <p>Ongoing: RO to ensure that all grants include provision for Professional Development. To be reviewed with Pathways to Impact statements.</p>	Ongoing Autumn 2010
Ensure that training for RAs reflects preparation for academic practice, including appropriate teaching opportunities where possible; support & train researchers undertaking additional duties such as teaching.	Ongoing	Summer 2010 - ongoing
Produce RA handbook with information about assistance, support and responsibilities within the University; incorporate information for new international staff e.g. http://www.internationalstaff.org/	Completed: Induction review completed by Staff Development, new induction procedures in place for all staff. Ongoing:	Autumn 2010

Action	Status/Notes	Timing
	<p>Work underway in SD on information for International Staff. RS and New staff website could include links to British Council Advice for researchers</p> <p>Research E-learning Officer to implement through development of updated website for Research Staff</p>	<p>Autumn 2010</p> <p>Autumn 2010</p>
<p>Wherever possible, provision for dissemination and conference attendance should be made in research funding applications and research staff should be given opportunities to attend conferences and other networking opportunities.</p>	<p>Ongoing: RSDO to review/discuss with RO colleagues.</p>	<p>Autumn 2010</p>
<p>Where appropriate, research staff should be required to produce a personal research plan, equivalent to the plan required for Academic staff.</p>	<p>Ongoing: RSDO to discuss with RO colleagues & PVC(R), could tie in with PDR.</p>	<p>Spring 2011</p>
<p>Build links between Support Services (services working together), improve communication e.g. away day or awareness sessions. Include information about links between SS in induction for new SS staff.</p>	<p>Ongoing: Website links improving between CC, HR, RO (e.g CoP for RS)</p> <p>Awareness sessions/inductions could be held</p>	<p>RS – end 2010 RO - 2011</p>
<p>Monitor Concordat Implementation</p>	<p>Ongoing: Universities UK Concordat Survey Completed May 2010.</p> <p>Regular review of progress required.</p>	<p>May 2010 Annual</p>

Careers Centre

Short Term

Action	Status/notes	Timing
<p>Provide support and information about the broad range of career options available (for example those outside of HE) for all staff.</p>	<p>Completed: Communications to all Faculties (2010) through ADRs and Deans/HoDs about academic and outside HE career progression. Career Consultations with Research Staff (voluntary, redeployment, end of contract) Workshops on Career Planning and Employability Skills, specific careers events e.g. 'Entry into Teaching', 'Research Careers', and Careers for Women in Science Engineering Technology (2010/11), web resources, careers workshops and Presentations at Loughborough Research Staff Conferences, promotion of careers Fairs, Research Staff encouraged to attend to network with Employers and discuss non-HE career routes.</p>	<p>Sept 2008 onwards</p>
<p>Develop careers advice and development opportunities.</p>	<p>Completed and ongoing : On-to-one sessions, workshops, conference, mentoring scheme, career consultations, interview coaching, employability skills, lunchtime careers sessions, careers events: 'Entry into Teaching', 'Research Careers' (2010/11), and Careers for Women in Science Engineering & Technology (East Midlands event hosted at Loughborough with UKRC and Vitae (Jan 2011), Research Staff Conference Careers events, web resources and leaflets/posters describing careers and employability provision, circulated to all departments.</p> <p>Vitae Broadening Horizons course at Loughborough University for Vitae East Midlands in conjunction with Nottingham University.</p> <p>Agreement from Departmental Workplace Tutors to be a local point of contact for employer links (work shadowing, informational interviewing, and employer queries).</p> <p>Feedback from successful Clients who have gained employment and promotion/career progression</p> <p>Marketing and Communications to all Faculties 2010 through ADRs and Deans/HoDs Careers Provision based on initial survey to Research Staff (24% response).</p>	<p>Sept 2008 - ongoing</p>

Medium Term (Resource and/or time required)

Action	Status/notes	Timing
Development of a career progression framework (within HE and outside HE). Relevant groups to be made aware of this framework (RAs, RMs,)	Ongoing Framework discussed with PVC(R) <i>(Suggested a scheme based on the Researcher Development Framework and similar to Newcastle University Career Pathways Scheme)</i>	Spring 2011
Promotion of RAs skills to potential employers outside of HE.	Ongoing	Spring 2010 – ongoing
Development of mentoring programme for Research Staff.	Completed: CC, RO & SD piloted successful scheme for 13 RAs 2009-10. Ongoing: Roll out of scheme for 20 pairs from Autumn 2010.	Summer 2009 - ongoing

Research Team / PVC(R)/Senior Management

a) Short term

Lead	Action	Status/notes	Timing
Dean of Engineering	Apply for an ATHENA Swan Award	Completed: Athena Bronze Award obtained may 09 (Academic Champion – Dean of Engineering) CC and RO supported VC with Athena Careers Guide for Research Staff and presentation at the Royal Academy of Engineering. Personal communication from VC to all Research Staff. Bookmark and website produced to support the initiative.	Completed May 09
Research Team	Review of Ethical Advisory Committee, which applies to all research active staff.	Ongoing: Recommendations being considered by Senate Senior Committee to be chaired by PVC(R)/VC. 5 area Ethical Advisory Committee – Teaching & Research Projects, Human tissues & Human Rights, Partnership. Changes to be communicated to all researchers. Could incorporate into Code of Practice	When changes are approved by Ethical Advisory Committee. Winter 2010

KN/MET
September 2010