

Loughborough University Concordat Action Plan 2018-2020

Progress update – March 2021

This revised Concordat Action Plan was wi

Glossary

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| ADR | Associate Dean for Research |
| CALIBRE | Collective Ambition at Loughborough for Building Research Excellence |
| CEDARS | Culture, Employment and Development in Academic Research Survey |
| CROS | Careers in Research Online Survey |
| EDI | Equality, Diversity and Inclusion |
| HEA | Higher Education Academy |
| HROD | Human Resources and Organisational Development |
| LURSA | Loughborough University Research Staff Association |
| MRDF | Midlands Researcher Development Forum |
| PDR | Performance and Development Review |
| PI | Principal Investigator |
| PIRLS | Principal Investigator and Research Leaders Survey |
| PVCR | Pro Vice-Chancellor for Research |
| RA | Research Associate |

Principle 1 - Recruitment and Selection

| Code | Action | Strategy | Responsibility | End Date |
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| NEW | of highly skilled research staff. | People Strategy Priority 4 CALIBRE – Research Leaders | Organisational Development, Research and Enterprise Office | | Human Resources Committee with recommendations. | This work has been delayed mainly due to the pandemic. However, the new Centre for Postdoctoral Development in Infrastructure, Cities and Energy (C-DICE) will be a good platform for exploring mechanisms for retention, including what is implemented at other HEIs. |
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NEW

Review redeployment policy to determine its

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Accommodation
Centre and to People
& Organisational
Development where
information linked to
arrivals for new staff

Principle 2 – Recognition and Value

| Code | Action | Strategy | Responsibility | End Date | Success Measures | Progress |
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| 2-1 | As outlined in the emerging Organisational Development Strategy, develop a “one-stop-shop” website for development opportunities for all staff at the University, containing specific training and development opportunities for Research Staff in a single location. | Capability People Strategy Priority 1 CALIBRE – Research Leaders CROS recommend-ation 4 | Human Resources and Organisational Development, Research and Enterprise Office | January 2020 | Website completed and reviewed by LURSA, with review and feedback every 6 months. Increase in the quantity and variety of dek | |

variation in Research Staff populations in Schools, each School to ensure new Research Staff receive a formal induction process within 3 months of joining the School.

CROS recommendation 1

of 10% in researchers reporting local induction in CROS and other staff surveys.

centralised induction practices but also localised induction. This will align induction with the entire recruitment procedure and ensure consistency across schools and

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| | open-ended contracts, identify potential actions to improve transparency of the process and facilitate conversion where it is appropriate to do so. | | | | forward to the appropriate committees. Eventual increase in number of eligible research staff moving from fixed-term to open-ended contracts. | new process is now in place, where a member of the HR team will inform the Dean of School when a staff member becomes eligible and discuss with them whether the individual could be transferred to an open-ended contract, with the staff member informed of the outcome. This process has been written into the revised Research staff employment Code of Practice. Conversion will be monitored annually by the research staff working group. |
| 2-5 | Develop specific guidance on the PDR process for Research Staff and their reviewers | Culture People Strategy Priority 1 CROS recommendation 2 | Human Resources and Organisational Development | January 2020 | Provide guidance to reviewers and reviewees in the form of training and supporting documentation prior to the forthcoming PDR round in January-March 2020. Minimum 10% increase in Research Staff satisfaction with PDR process as measured by CROS and internal surveys. | Ongoing Specific guidance was issued to reviewers during the 2020 PDR round to emphasise the eligibility of research staff to be identified as "Exceeds Expectations" and then put forward for the reward review process. Revised PDR guidance has been drafted and revised in consultation with LURSA to ensure it is fit for purpose and to revise for future years. PDR emphasis for 2021 is on wellbeing and support due to pandemic. |

greater number of
Research Staff being
put forward for
recognition awards.

Skills we are planning an event on EPSRC
Postdoctoral Fellowships, with

Principle 3 – Support and Career Development – Supporting Researchers

Code

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| | | | | | | <p>significant variation in the research staff population in that time, so the increase is purely overall uptake of development opportunities. The total remained at 1450 courses for the 2019/20 academic year, in spite of the pandemic disrupting face-to-face delivery of training.</p> |
| 3-2 | <p>Monitor PDR uptake on an annual basis. As part of an institutional learning needs analysis, examine resulting PDR data including developmental needs and requests for support, to ensure Development opportunities reflect development needs.</p> | <p>Culture People Strategy Priority 1</p> | <p>Human Resources and Organisational Development, Research Staff Working Group</p> | <p>January 2020, then June 2020 & annually thereafter</p> | <p>All eligible members of Research Staff continue to participate in PDR, Research Staff Working Group will review development requests made through PDR process.</p> | <p>Complete and ongoing as embedded activity <small>AW 01/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/60/61/62/63/64/65/66/67/68/69/70/71/72/73/74/75/76/77/78/79/80/81/82/83/84/85/86/87/88/89/90/91/92/93/94/95/96/97/98/99/100</small></p> |

stage of a research

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|-------------------|--|-------------------|--|--|--|--|
| 3-5 NEW | Staff supporting researchers to attend regional and national meetings and conferences relating to Research Staff issues. | Capability | | | | for publication, with 41 researchers in attendance. In addition, a new suite of media training resources has been launched by the PR team to support researchers in raising their profile with external audiences. |
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| | | | | | | Development participated in the selection panel for the Vitae Connections week 2020. |
| 3-6 NEW | Within Research and Enterprise, undertake a 'task and finish' project to investigate the inclusion of the training and professional development of Research Staff development on grants, where possible. | Capability People strategy Priority 1 | Research and | | | |

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| | | | | | | Researcher Conference. ERA Skills frequently provides development opportunities and profiles their work, such as during National Postdoc Appreciation Week. |
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3-8
NEW
since
2019

Lead a bid for a new Centre for postdoctoral development in Infrastructure, Cities and Energy, alongside the UK Collaboratorium for

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Principle 4 – Support and Career Development – Recognition and Promotion

| Code | Action | Strategy | Responsibility | End Date | Success Measures | Progress |
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| 4-1 | Targeted careers provision for Research Staff: Run an annual Careers event specifically for researchers, rolling -3 (e)-3 (d)2.2 provision4C ET/P 9ri C an ann wo ocal(c)-9.9 (e)-1 n a.32 rec s604o1 (s604llin3 (p)96 77.) 0 11 a 0 11.0nT11.04durally forTc 0.003 Tw /TT1 1 Tfr.44.001 Tc 0.003chaff:sl2.4 (a) (n)2.2hn7.003c(c)-1.9 | | | | | |

opportunities from
across the university.

bulletin to be
distributed to all
Research Staff on a
monthly basis.

Principle 5 – Researchers’ Responsibilities

| Code | Action | Strategy | Responsibility | End Date | Success Measures | Progress |
|------|--|--|--|--------------|--|--|
| 5-1 | Provide organisational and financial support for LURSA to run bespoke, Research Staff-specific events throughout the year. | Community People Strategy Priority 4 | Human Resources and Organisational Development | October 2019 | Member of staff allocated to provide dedicated support to LURSA; ring-fenced funding for LURSA to run events and activities. | Complete Organisational support All budgetary requests are now examined on a case-by-case basis, if LURSA requires funding to support events then it will be considered through the central budget for projects within HROD. |
| 5-2 | Run networking lunches for Research Staff, across the campus, throughout the year | Community People Strategy Priority 4 | Human Resources and Organisational Development | October 2019 | Member of staff allocated to provide dedicated support to LURSA; ring-fenced funding for LURSA to run events and activities. | Complete Organisational support All budgetary requests are now examined on a case-by-case basis, if LURSA requires funding to support events then it will be considered through the central budget for projects within HROD. |

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activities, and to aid in

Principle 6 – Diversity and Equality

| Code | Action | Strategy | Responsibility | End Date | Success Measures | Progress |
|------|---|---|--|--|--|---|
| 6-1 | Create a portal for researchers to access face-to-face and online resources for English and Academic language skills. | Capability People Strategy Priority 1 | Human Resources and Organisational Development, Student Services | January 2020 Revised date April 2021 | Website in place drawing together opportunities in language skills, research staff able to access academic language workshops via Doctoral College Development Portal. | Ongoing Research Staff have been able to access the academic language courses via the Development Portal (see action 4-4), and a new resource is being added to the University's VLE to allow on-demand access to recordings and materials on academic language. |
| 6-2 | Review, enhance and embed flexible working practices for Research Staff. | Culture People Strategy Priority 4 CROS recommend- ation 5 | Human Resources and Organisational Development | June 2020 | Measure as part of People Strategy implementation, ensuring Research Staff are represented in uptake of flexible working practices. Increase in understanding of policies as measured in CROS and PIRLS. | Ongoing Analysis of Flexible working requests made to HR show that research staff are requesting flexible working practices proportionally to the population size at a comparable rate to other job families. Due to the Covid pandemic, flexible working has been the norm for most staff, and HR will be reviewing arrangements for flexible working and developing new guidelines for best practice. |

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| | Charter by the end of September 2019. | | | | | the submission to begin identifying areas where systemic racism is present in order to progress towards equity for minority ethnic students. A training programme covering race, racism and white privilege has been rolled out to senior leadership team staff with further delivery due over the coming year. |
| 6-4 | Work towards achieving Athena SWAN recognition in all schools and departments by 2022. | Culture People Strategy Priority 2 | Planning | October 2022 | All schools and departments to have achieved a level of Athena SWAN recognition. | Ongoing Loughborough University has held the Bronze Institutional Award since 2009. At present, every School has an Athena SWAN and/or EDI committee and 8 of Loughborough's 9 Schools either hold, or are working towards, an Athena SWAN submission. The School of Sport, Exercise and Health Sciences has maintained a Silver Award since 2013. Five Schools also currently hold Bronze Awards: School of Science; Loughborough Design School; School of Architecture, Building and Civil Engineering; School of Social Sciences and Humanities; and Wolfson School of Mechanical, Electrical and Manufacturing Engineering. |

6-5
NEW Ensure that Research
Staff benefit from the
EDI Action Plan. The
University has set out a

Principle 7 – Implementation and Review

Code Action

qualitative data to guide
Concordat Implementation.

representation from across
the University.

CROS and PIRLS 2019
both had a final
response rate of
39%, the highest
achieved so far.
Responses to the
surveys were
analysed and a
report submitted

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