

Loughborough University has made considerable progress towards the implementation of objectives outlined in our 2010 Concordat Implementation Plan, in addition to making further commitments and achievements that bolster our support for the career development of researchers. This report outlines progress to date in this respect and provides a strategy for further development for supporting this group, and marking our commitment to the European Commission's HR Excellence in Research Award.

Internal evaluation of progress towards alignment with the Concordat to Support the Career Development of Researchers

Coordination of the evaluation of progress was undertaken by the Research Staff and Student Development Officer, who was an original contributor to the 2010 Concordat Implementation Plan and member of the Concordat Working Group. During the evaluation process, views of researchers were taken into account via survey responses and specific consultation. This included:

- Results from the Loughborough University Staff Survey 2012 for the Research Job Family
- Results from the Careers in Research Online Survey 2011 and 2009
- Consultation on the revised Code of Practice for the Employment of Researchers with: Loughborough University Research Staff Association (LURSA), Loughborough University branch of the Universities and Colleges Union (LUCU), Research Committee, & Academic Leadership Team

Prior to publication, the revised Code of Practice must be given formal approval by the Human Resources Committee; the next meeting of this committee is in February 2013.

Following initial analysis of progress using the above information, views on the evaluation and progress report were sought from Human Resources Advisers, Director of Human Resources, Associate Deans for Research, Pro-Vice Chancellor (Research), Dean of the Graduate School, Loughborough University Research Staff Association members, LUCU, and the Careers Advisor for Researchers.

The Concordat implementation plan complements our Athena SWAN applications and action plans, both for the Institutional bronze renewal and individual School submissions, whereby achievements towards the Concordat Implementation and Athena SWAN are mutually beneficial. Furthermore, the University is responding to results of the internal University Staff Survey held in 2012; actions are required on individual Schools and Sections, in addition to a University-wide action plan, which will further complement the Concordat Implementation Strategy.

Key achievements & progress against implementation plan

In addition to actions completed prior to the publication of our Concordat Implementation Plan in 2010, the University has made progress in the following areas which were specifically identified in the plan.

Task	Responsibility	Completion/Progress
Redeployment vacancy register and redeployment priority given to staff on notice of redundancy	Human Resources	Summer 2011
Improved interactive equality and diversity training available. Online training on Equality and Diversity including: Bullying & Harassment, (for all staff and managers), Diversity in the Workplace and 0 gf1 0 0 1 246.65 10(i)5(n)-9(

	Research Staff	Support continuing
Management and leadership programmes delivered and open to Principal Investigators and research staff, include ILM levels 2-5 certification, Springboard, Spring forward, Navigator, and Fresh Steps	Human Resources	2011 onwards
Performance and Development Review has been rolled out across campus, and all staff are expected to receive an annual PDR.	Human Resources	December 2010 onwards
Probation for all staff, including Research Staff, has been improved, with greater flexibility provided	Human Resources	2011 onwards
All recruitment and selection processes are administered by a central team	Human Resources	Autumn 2010 onwards
Fixed term contract use has remained steady (74%-76% of population) over the period 2010-2012. However, results of the 2011 CROS survey comparison between 1994 and Russell Groups showed that more Loughborough respondents had open-ended contracts (32% compared to 19% and 18% respectively). The University is working with campus trade unions to reduce further the use of fixed-term contracts in order to provide greater security of employment.	Human Resources	Effect a reduction in use of FTC for Research Staff, where possible, to be reviewed 2014

Future Steps and Strategy for 2012-2014

Loughborough University is fully committed to providing a positive working environment for all staff, including research staff. The strategy towards the implementation of the Concordat to Support the Career Development Researchers over the next two years mainly focuses on building on previously identified gaps in support for researchers from the 2009/2010 analysis by the Concordat Working Group, and in the original implementation plan, and using more recent survey data as described above.

The University response to the 2012 Staff Survey includes identification of key areas for improvement of the whole institution with regard to: Uptake of