



Effective Behaviours Framework

Guidance for Implementation

Introduction

Supporting the principles laid out in the LSE Ethics Code, the Effective Behaviours Framework sets out examples of the kinds of behaviours that are expected of all colleagues in the School. The principles of the LSE Ethics Code are:

- **Responsibility and accountability**
- **Integrity**
- **Intellectual Freedom**
- **Equality of Respect and Opportunity**
- **Collegiality**
- **Sustainability**

The effective behaviours are intended to bring to life the principles of the Ethics Code but they are not an exhaustive list.

The framework is designed to support:

- **Recruitment** - it will help those involved with selection to have a clear understanding of the behaviours that are required for a role.
- **Learning and development** - the core course programme has been aligned to the framework with each course showing which Effective Behaviour the course supports and at which level.
- **Career Development Review** - The behaviours have been integrated into the Career Development Review (CDR) process.
- **Annual Performance Review** – the behaviours can be used to support the academic Annual Performance Review (APR) process.
- **Ways of working** – effective collaborative working in all situations on campus or off campus, including blended working.

At the start of any of the above activities, you need to be clear about which of the behaviours are most relevant and key to the role.

Each Division, Academic Unit and Centre in the School should identify for themselves behaviours that are important to deliver the code in the work that they do, whether that is teaching, research or administration.

Examples of Effective Behaviours

Responsibility and accountability

- Understanding your role and helping others do the same
- Taking personal responsibility for your working style, actions and decisions
- Accepting, or appropriately delegating, responsibility
- Empowering others to take personal responsibility
- Taking ownership of problems and resolving them
- Managing your workload in a suitable working style and environment
- Making effective use of time and meeting deadlines
- Maintaining a healthy work-life balance for yourself and others
- Supporting consultation and collective deliberations
- Raising concerns relating to ethical matters as they arise
- Acting in accordance with and actively promoting the Ethics Code principles
- Challenging or reporting inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory
- Taking accountability for agreeing and meeting outcomes

Integrity

- Accepting and demonstrating personal responsibility for adhering to any relevant legislation, such as the Equality Act 2010, health and safety and data protection
- Declaring and managing interests and possible conflicts
- Being transparent and consistent in decision making
- Setting clear, effective and ambitious objectives for your own development and for others and being responsive to the needs of the post
- Being clear about where you can be flexible and where you cannot, and why
- Resolving problems quickly in a constructive, friendly manner
- Asking for, accepting and acting on individual feedback, and learning from it
- Managing your own reaction when faced with challenging situations
- Engaging positively with the School's processes
- Keeping up to date with what is happening in your professional area
- Appropriately challenging, and where necessary escalating, unacceptable behaviour by any member of the LSE community.

Intellectual Freedom

- Upholding the School's commitment to academic and intellectual freedom
- Upholding the freedom to research and convey research findings
- Upholding the School's commitment to freedom of speech*
- Defending others against infringements to their right to speak

Equality of Respect and Opportunity

- Fostering an inclusive environment which values equality of opportunity and diversity
- Acknowledging and respecting a broad range of social, cultural and personal beliefs and values within the law
- Demonstrating mutual respect, open-mindedness and transparency
- Respecting others different working approaches and preferences
- Embedding inclusive practices through the School's policies and procedures
- Actively encouraging the exchange of views and opinions

- Ensuring equitable access to development opportunities for all
- Engaging with legislation relating to equality and diversity
- Engaging with School initiatives relating to equity, diversity and inclusion
- Understanding the importance of power structures, dynamics and status (whether explicit or implicit) and not abusing privilege

Collegiality

- Engaging and collaborating with colleagues on research, education, knowledge exchange and impact, and professional development
- Coordinating across areas, Departments and Divisions to minimise duplication
- Empathetically listening to and engaging with others to properly understand their needs
- Giving colleagues advice, support and help when they need it, especially during periods of setback and change
- Taking an active interest in School-wide activities and developments
- Contributing to the governance of the School
- Being well prepared for in-person, virtual or hybrid meetings and presentations
- Regularly giving and receiving constructive feedback
- Coaching and mentoring others
- Using delegation as an opportunity to develop others
- Encouraging others to learn from mistakes without blame
- Taking time to celebrate successes and give praise
- Sharing and celebrating success stories
- Ensuring your communication is clear and transparent in all mediums
- Identifying and using appropriate communication mechanisms and style to fit the needs of the audience and working environment.

Sustainability

- Supporting the objectives of the School's [Sustainability Strategic Plan](#):
 - *Embedding sustainability across our teaching and learning experiences*
 - *Shaping the global sustainability debate through our research*
 - *Deepening public discussion on sustainability across the world*
 - *Making sustainability a key part of our investment decisions*
 - *Working in partnerships within LSE and externally*
 - *Reaching Net Zero Carbon and reducing our environmental impacts*
- Reducing your use of resources (energy, water, paper, etc).
- Adopting a 'Reduce, Reuse, Recycle' hierarchy of options for waste.
- Attending and organising meetings and events online to reduce our travel impacts.
- Using low-carbon modes of transport for necessary travel (e.g. bike, rail over air).
- Buying goods and services responsibly and sustainability:
 - Locally sourced (e.g. made in the UK), long-lasting, and energy efficient.
 - Made of recycled materials, and recyclable at end of life.
 - Environmentally certified products (e.g. FSC wood, Fairtrade, EU Ecolabel, B Corp)
- Supporting School sustainability initiatives (e.g. Green Impact, Education for Sustainability).

*The Code of Practice on Free Speech outlines the responsibilities of LSE to protect and promote freedom of speech and academic freedom within the law for students, faculty, staff, and visiting speakers. It applies to all activities on LSE premises and those conducted in the name of the School or LSE Students' Union at any location. The Code confirms that LSE does not take formal positions on political or international issues but provides a platform for critical debate within the law, taking account of the various legislative requirements and the context provided by policies and procedures. Procedures are set out in the Code on how events must be arranged and conducted.