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 examples of positive behaviours and actions for each of the ethics code principles. This is not an exhaustive list and is intended to provide an indication of what effective behaviour in support of the principles looks like.

The framework is designed to support a number of activities:

- **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 academic annual performance review.

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 be 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 actions and decisions
- Accepting, or appropriately delegating, responsibility
- Empowering others to take personal responsibility
- Taking ownership of problems and resolving them
- Managing your workload, 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

Integrity
- Accepting and demonstrating personal responsibility for adhering to any relevant legislation, such as the Equality Act, 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

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
- 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

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
- 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 meetings and presentations
- Tailoring communication to fit the needs of the audience
- 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

Sustainability

- Managing the School's resources efficiently
- Conserving energy and water
- Buying responsibly by purchasing items that are ethically sourced, long-lasting, and that consume low energy when in use.
- Avoiding the creation of waste where possible and correctly recycling the rest
- Using low-carbon modes of transport where possible
- Engaging with School initiatives on sustainability