

## Phase 3: LSEs Action Plan to address areas emerging from the Concordat Gap Analysis conducted in September 2010

### Background

The embedding of the [Concordat to Support the Career Development of Researchers](#) at the London School of Economics (LSE) has been an extension of existing research staff support provisions at the School. A Research Staff Working Group (RSWG) was initiated in 2007 to look at support provisions for research staff and to provide a forum for stakeholders to participate in consultations on how this work could be further developed. In June 2010 the work of the RSWG was handed over to a Research Staff Committee (RSC) which now has formal oversight for this area. The RSC membership is made up of various stakeholders from the School, including Research Staff, Principal Investigators, Vice-Chair of Appointments Committee (VCAC), Pro-Directors, Heads of Department, Research Centre Directors, Heads of Administrative Divisions (Teaching and Learning Centre and Research Division) and the University and College Union (UCU). Full RSC membership is available here:

<http://www2.lse.ac.uk/intranet/directoriesAndMaps/committeesAndWorkingGroups/researchStaffCommittee/membership.aspx>

Information on Concordat implementation at LSE is available [here](#).

### LSE review of support provisions for research staff

The RSC is leading in conducting an analysis of LSE support provisions for research staff in the following phases:

Phase 1: Completion of HEI survey: Strategies for implementing the Concordat - **COMPLETED April 2010**

Phase 2: Identifying LSE progress in implementing the Concordat (Gap Analysis) - **COMPLETED September 2010**

Phase 3: LSE Action Plan to address areas emerging from the Concordat Gap Analysis (Section 1 2010-12) – **COMPLETED 22 October 2010**

Phase 4: Internal review by December 2012 to assess progress of actions – **COMPLETED via RSC 31 October 2012**

Phase 5: Renewed set of actions (Section B - 2012-14) – **COMPLETED 12 December 2012**

Phase 6: 4 year review by Vitae/European Commission – **TO COMPLETE BY 12 DECEMBER 2014**

As part of the RSC's analysis of current support provisions for research staff, the Committee has undertaken a gap analysis (Phase 2 of the project) to determine how closely these provisions align with the Principles contained within the Concordat. The Concordat's seven Principles are:

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.
2. Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.
3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.
4. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.
5. Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.
6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers
7. The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

## Results of Gap Analysis

The Gap Analysis was Phase 2 in assessing the LSE's implementation of the Concordat and it is available [here](#). It identified that the support provisions provided across the School for research staff are closely aligned with the Concordat. However, there are some areas where improvements can be made.

## Development of actions to address gaps

The results of the Gap Analysis are feeding into Phase 3 onwards of this project. A two-year Action Plan has been developed from the Gap Analysis, highlighting key areas that require further action from the School in order to ensure that it is supporting research staff during their employment at the LSE. The action plan also incorporates themes that have been highlighted through the 2009 Careers in Research Online Survey (CROS) and the 2009 LSE Staff Survey, as well as other areas identified through the RSC.

## Reviewing actions

An internal review will take place every two years to assess the progress of actions. Furthermore, interim updates will be provided by each lead area at RSC meetings on a termly basis. As and when areas are actioned, updates will be made available on the RSC web pages.

<http://www2.lse.ac.uk/intranet/directoriesAndMaps/committeesAndWorkingGroups/researchStaffCommittee/Home.aspx>

I do hope that you will join me in ensuring that good practice is adopted across the School, in line with the Concordat's recommendations.



**Professor David Stevenson**  
**Vice-Chair of Appointments Committee**

## Section A: First set of action points for 2010-12

|   | Action point   | Concordat Principles addressed | Identified by   | Lead  | Timescale                             | Status (at 6 June 2012) | Links to further information:  |
|---|--|--------------------------------|---|---|---------------------------------------|-------------------------|--|
| 1 | Improve accessibility of research staff information (including role profiles) on LSE website   | 1, 5                           | Gap analysis section 1a, feedback from research staff<br><br>2009 CROS, 2009 LSE Staff Survey theme | HR/TLC  | March 2011<br><br>Extended: July 2012 | IN PROGRESS (ongoing)   | Currently working on combining <a href="#">LSE Research Staff</a> pages with specific areas of TLC and HR pages.   |
| 2 | Human Resources to look at Recruitment procedures to ensure alignment with Concordat.<br><i>(Concordat to also be taken into account for future procedures).</i> | 1                              | Gap analysis section 1c   | HR  | March 2011                            | COMPLETE                | <ul style="list-style-type: none"> <li><a href="#">Recruiting Research Staff</a></li> <li><a href="#">Single Nominations and Named Researchers</a></li> </ul>  |
| 3 | Development of workshops for new Principal Investigators, (Outlining the management responsibilities attached to their role)                                     | 1                              | Gap analysis section 1h, 2i<br><br>2009 CROS, 2009 LSE Staff Survey theme                           | TLC/RSC/HR  | June 2011                             | COMPLETE                | <a href="#">Information for research managers and supervisors</a><br><br><a href="#">Guidance on Supporting and Managing Research Staff</a><br><br><a href="#">Responsibilities in the Research Relationship</a> |
| 4 | Finalisation of Bridging fund  | 2, 3, 5                        | Gap analysis section 2d<br><br>2009 CROS, 2009 LSE Staff Survey theme                               | RD/RC with Pro-Director Research & External Relations | June 2011<br><br>Extended: March 2012 | COMPLETE                | <a href="#">LSE Bridging Fund scheme for research staff</a>  |
| 5 | Review of guidance on research staff promotions procedures.  | 2, 3, 4                        | Gap analysis section 2e, 3/4e<br><br>2009 CROS, 2009 LSE Staff Survey theme                         | VCAC/HR/RSC   | June 2011<br><br>Extended: March 2012 | COMPLETE                |  |

|    |   |                     |   |  |                                  |   |  |
|----|---|---------------------|---|--|----------------------------------|---|--|
| 6  | Finalisation of Guidance on Supporting and Managing Research Staff  | 1, 2, 3, 4, 5, 6, 7 | Gap analysis section 2f<br>2009 CROS, 2009 LSE Staff Survey theme       | RSC with support from a subgroup of the RSC, HR, TLC, RD, VCAC | June 2011                        | COMPLETE  | <a href="#">Guidance on Supporting and Managing Research Staff</a> |
| 7  | Finalisation of Guidance on Annual Review meetings for research staff   | 2, 4,               | Gap analysis section 2h, 3/4e<br>2009 CROS, 2009 LSE Staff Survey theme | VCAC/RS C/HR   | June 2011                        | COMPLETE<br>Now referred to as Annual Career Development Review Meeting | <a href="#">Support for Career and Professional Development</a>    |
| 8  | Review of intellectual property policy (which will include research staff)  | 3, 4                | Gap analysis section 3/4c   | RD/RC with Pro-Director Research & External Relations          | June 2011<br>Extended: July 2012 | IN PROGRESS   |  |
| 9  | Finalisation of LSEs redeployment process (which will include research staff)   | 3,4                 | Gap analysis section 3/4d<br>2009 CROS, 2009 LSE Staff Survey theme     | HR   | June 2011<br>Extended: July 2012 | IN PROGRESS   |  |
| 10 | Increase research staff engagement e.g. via establishment of a research staff forum, encouraging attendance at relevant events etc. | 3, 4                | Gap analysis section 3/4e<br>2009 CROS, 2009 LSE Staff Survey theme     | TLC/RSC  | June 2011<br>Extended: July 2012 | COMPLETE  | <a href="#">Research Staff Association</a>                         |
| 11 | Review of research staff inductions   | 3,4                 | Gap analysis section 3/4b<br>2009 CROS, 2009 LSE Staff Survey theme     | TLC  | July 2011                        | COMPLETE  | <a href="#">Research Staff Inductions</a>                          |
| 12 | Finalisation of research staff mentoring guidance   | 3,4                 | Gap analysis section 3/4e<br>2009 CROS, 2009 LSE Staff Survey theme     | VCAC/RS C/HR/TLC   | June 2011                        | COMPLETE  | <a href="#">Support for Career and Professional Development</a>    |

|    |   |           |  |                 |   |          |   |
|----|---|-----------|--|-----------------|---|----------|---|
| 13 | Periodic review of research staff review periods to ensure it complies with good employment practice                          | 1,2,3,4,6 | Gap analysis section 3/4e<br><br>2009 CROS, 2009 LSE Staff Survey theme<br><br>UCU (via RSC) | VCAC/RS<br>C/HR | June 2012                               |          | This matter is being considered by JNCC as procedures are applicable to other staff groups- in conjunction with updated T&Cs handbooks. |
| 14 | Approval of updated research staff contribution pay guidance (ASRTCC)   | 3,4       | Gap analysis section 3/4e<br><br>2009 CROS, 2009 LSE Staff Survey theme                      | VCAC/RS<br>C/HR | June 2011<br><br>Extended:<br>July 2012 | COMPLETE | <a href="#"><u>Rewarding Support, Research and Teaching Staff</u></a>   |
| 15 | Research staff themes emerging from 2009 CROS and Staff Survey will be incorporated within the School's Concordat Action Plan | 6, 7      | Gap analysis section 7c<br><br>RSC, 2009 CROS, 2009 LSE Staff Survey                         | RSC/TLC         | November 2010                           | COMPLETE | 2009 CROS & Staff Survey themes have been identified. Areas of concern have been included within the Action plan                        |
| 16 | A review by December 2012 to assess the progress of actions.  | ALL       | RSC, Action Plan   | RSC             | October 2012                            |          |   |

**Section B: Second set of action points for 2012-14 (including items carried over from Section A)**

|   | Action point  | Concordat Principles addressed | Identified by   | Lead  | Timescale | Current Status        |
|---|---|--------------------------------|---|---|-----------|-----------------------|
| <b>ITEMS OUTSTANDING FROM 2010-2012</b>           |   |                                |   |   |           |                       |
| 8   | Review of intellectual property policy (which will include research staff)  | 3, 4                           | Gap analysis section 3/4c   | RD/RC with Pro-Director Research & External Relations | July 2013 | IN PROGRESS           |
| 9   | Finalisation of LSEs redeployment process (which will include research staff)   | 3,4                            | Gap analysis section 3/4d<br>2009 CROS, 2009 LSE Staff Survey theme                             | HR  | July 2013 | IN PROGRESS           |
| <b>AREAS FOR FURTHER DEVELOPMENT IN 2012-2014</b> |   |                                |   |   |           |                       |
| 17  | Improve accessibility of research staff information on LSE website  | 1, 5                           | Gap analysis section 1a, feedback from research staff<br>2009 CROS, 2009 LSE Staff Survey theme | HR/TLC  | July 2014 | IN PROGRESS (ongoing) |
| 18  | Human Resources to continue to ensure alignment with Concordat in all future Recruitment procedures.  | 1                              | Gap analysis section 1c   | HR  | Ongoing   |                       |
| 19  | To continue to monitor the research staff promotions procedures   | 2, 3, 4                        | Gap analysis section 2e, 3/4e<br>2009 CROS, 2009 LSE Staff Survey theme                         | VCAC/HR/RSC   | Ongoing   | IN PROGRESS           |
| 20  | RSC to have oversight of 'Guidance on Supporting and Managing Research Staff'   | 1, 2, 3, 4, 5, 6, 7            | Gap analysis section 2f<br>2009 CROS, 2009 LSE Staff Survey theme                               | RSC with support from HR, TLC, RD, VCAC               | Ongoing   |                       |
| 21  | RSC to continue to monitor Guidance on Annual Review meetings for research staff ( <i>now referred to as Annual Career Development Review Process</i> ) | 2, 4,                          | Gap analysis section 2h, 3/4e<br>2009 CROS, 2009 LSE Staff Survey theme                         | VCAC/RSC/HR   | Ongoing   |                       |

|    |  |         |   |                        |                        |                    |
|----|--|---------|---|------------------------|------------------------|--------------------|
| 22 | RSC to continue to monitor research staff mentoring guidance | 3,4     | Gap analysis section 3/4e<br>2009 CROS, 2009 LSE Staff Survey theme | VCAC/RSC/HR/TLC        | Ongoing                |                    |
| 23 | RSC subgroup to develop CROS/PIRLs 2013                      | 6, 7    | RSC   | RSC/TLC                | March 2013             | <b>IN PROGRESS</b> |
| 24 | REF awareness raising amongst research staff                 | 1, 2, 6 | RSC, Professor Corbridge  | Professor Corbridge/RC | Ongoing until REF 2014 | <b>IN PROGRESS</b> |
| 25 | Training and support for new mentors                         | 3, 4    | RSC   | RSC/TLC                | June 2014              |                    |
| 26 | A review in December 2014 to assess the progress of actions. | ALL     | RSC, Action Plan  | RSC                    | December 2014          |                    |

**Original Action Plan Finalised:** **October 2010**  
**Last progress review:** **October 2012 (RSC)**  
**Last updated:** **10 December 2012**