

Concordat Action Plan 2019-2020

BACKGROUND

The Research Staff Committee (RSC) has formal oversight within the School for implementation of the [Concordat to Support the Career Development of Researchers](#).

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 (Human Resources, the Teaching and Learning Centre and Research Division) and the University and College Union (UCU). Full RSC membership is available [here](#).

Principle 1: Recruitment & Selection: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Principle 2: Recognition & Value: 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.

Principle 3: Support & Career Development: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Principle 4: Support & Career Development: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Principle 5: Researchers' Responsibilities: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Principle 6: Diversity and equality: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Principle 7: Implementation & Review: 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.

Reviewing actions

The RSC has taken this Concordat Action Plan as its own plan of work for Committee business and receives regular updates from each lead at Committee meetings.

An external review conducted by Vitae takes place every two years to assess the progress of actions. The School's previous Action Plans and reports are also available [here](#).

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 Charles Stafford
Vice-Chair of Appointments Committee (VCAC)
Chair of Research Staff Committee

Action #	Action	Concordat Principles addressed	Identified by	Lead(s)	Success Measure	Deadline	Current Status	Evidence (summary or link)
INTELLECTUAL PROPERTY								
1	<p>Review of intellectual property policy (which will include research staff)</p> <p>Amended to:</p> <p>Review of intellectual property policy (which will include research staff)</p>	3, 4	Gap analysis section 3/4c	<p>Pro-Director Research, Director of LSE Library</p> <p>Amended to: Pro-Director Research, Director of LSE Research and Innovation</p>	Acceptance of the revised Policy	31 July 2019	<p>IN PROGRESS -</p> <p>The School has convened a working group to develop the new policy and has engaged Oxentia Ltd to provide external expert advice.</p> <p>We have now reverted back to the original action</p>	
MENTORING								
2	<p>To introduce a regular approach to training of new mentors to ensure appropriate numbers of mentors are available per session</p> <p><i>(previously 'training and support for new mentors')</i></p> <p>Amended to:</p> <p>Schedule in training sessions for new mentors by Michaelmas Term 2017.</p>	3, 4	Research Staff Committee	Head of Organisational Learning (Human Resources Division) & Director of the Teaching & Learning Centre	<p>To have scheduled in at least one session to take place by 15 December 2017</p> <p>To ensure that at least 75% of places are filled To achieve a 85% satisfaction level of good or excellent for the session</p>	<p>15 December 2017</p> <p>14 December 2018</p>	<p>COMPLETE -</p> <p>sessions have now been scheduled</p> <p>Despite attempts to schedule, session was cancelled due to lack of attendance</p> <p>Further session are being scheduled and renewed attempts at getting attendance are being made. Plus, guidance has been provided online to mentors</p>	<p>Guidance for mentors is available here.</p>

Action #	Action	Concordat Principles addressed	Identified by	Lead(s)	Success Measure	Deadline	Current Status	Evidence (summary or link)
3	RSC to continue to monitor and actively promote research staff Mentoring Guidance Amended to: Review the Research Staff Mentoring Guidance and update if necessary	3,4	Research Staff Committee	VCAC, RSC, Human Resources Division	Success measure - 75% usage of mentoring and positive mentions of mentoring relationships in CDR reports	30 June 2017 with a review every Summer Term	COMPLETE – guidance has been updated. HR will report usage statistics in 2019	Updated guidance is available here .
CAREER DEVELOPMENT								
4	RSC to continue to monitor and actively promote Guidance on Career Development Review meetings for research staff Amended to: Review the Research Staff Career Development (CDR) Guidance and Form and update if necessary.	2, 4,	Research Staff Committee	VCAC, RSC, Human Resources Division	100% usage of CDR and the extent to which constructive and detailed advice is given	30 June 2017 with a review every Summer Term	COMPLETE – guidance has been updated HR will report usage statistics in MT 2018	Updated guidance is available here .
5	To more actively communicate and make accessible the support offered by LSE Careers Amended to: Send research staff a bespoke LSE Careers newsletter three times per year at the start of each term, highlighting the support offered to research staff.	3,4	Research Staff Committee /LSE Careers Service	Careers Service	Publish newsletter three times per year (one per term), with more articles regarding researchers First newsletter to go out by 30 June 2017	First newsletter to go out by 31 July 2017 and then once per term	COMPLETE – first newsletter has been circulated, as have the MT and LT newsletters.	

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BRIDGING FUNDS								
6	To actively promote the School's Bridging Fund process Amended to: Review the Bridging Funds criteria in Summer Term 2017 and make recommendations for any changes to Research Committee.	1, 3, 4	Research Staff Committee	Research Division. VCAC, RSC	Number of research staff benefiting from bridging fund Share information on the number of applications with RSC on a termly basis	Review to commence by 30 June 2017	IN PROGRESS – review has commenced via RSC. We expect to finalise all recommendations arising from the Review of the Research Incentives Policy (of which this is one part) by the end of the current term. Final recommendations would go through the School's approvals process with a view to implementation in August 2019	
RESEARCH STAFF WEB PAGES								
7	Improve accessibility to relevant UK and EU web information e.g. Euraxess Amended to: Include information on Euraxess within Research Staff Web pages by Summer 2017. Ensure more signposting	1, 5	Research Staff Committee	Human Resources Division	Feedback from researchers & RSA 10% increase in number of link clicks to Euraxess over one year	28 July 2017	COMPLETE – information has been added to HR/Research Staff webpages	Further information is available here .
8	RSC to continue to have oversight of and continue to review the 'Guidance on Supporting and Managing Research Staff'	1, 2, 3, 4, 5, 6, 7	Gap analysis section 2f 2009 CROS, 2009 LSE Staff Survey	Human Resources Division	Key Research Staff pages to be reviewed annually at Summer Term RSC meeting	8 December 2017, with a review every Summer Term	COMPLETE – HR webpages have now been migrated to new website. Next steps will be to encourage	

	<p><u>Amended to:</u></p> <p>Review and update the Research Staff landing pages by the end of Michaelmas Term 2017 ensuring that they are updated with relevant information.</p>		theme		10% increase in number of visits to landing page over one year		engagement on those pages.	
RECRUITMENT								
9	<p>Human Resources to continue to ensure alignment with Concordat in all future Recruitment procedures, and ensure wider use of European-wide mediums e.g. Euraxess to advertise vacancies.</p> <p><u>Amended to:</u></p> <p>Use Euraxess to advertise all relevant research roles alongside other mediums by Michaelmas Term 2017</p>	1	Research Staff Committee	Human Resources	100% of all relevant research roles advertised on Euraxess	8 December 2017	COMPLETE – all relevant research roles are now posted on Euraxess	
RESEARCH EXCELLENCE FRAMEWORK (REF) 2021								
10	Preparation for REF 2021 to include early involvement and consideration of research staff	1, 2, 6	Research Staff Committee	Professor Julia Black, Research Committee	Feedback from researchers & RSA	REF 2021	IN PROGRESS - Preparation to date does encompass all research staff, and we must continue to do so all the way to the point of submission in November 2020.	

Action #	Action	Concordat Principles addressed	Identified by	Lead(s)	Success Measure	Deadline	Current Status	Evidence (summary or link)
LEAVERS DATA								
11	<p>To introduce a process by which, on an ongoing basis, we attempt to track the career paths of research staff who leave the LSE</p> <p><u>Amended to:</u></p> <p>Review data from the School's Exit Questionnaire with a view to understanding the circumstances on leaving and future career trajectory</p>	1, 3, 4	Research Staff Committee	Human Resources Division, Research Staff Committee	Ensure that all staff leaving the School are invited to complete the Exit Questionnaire	31 August 2017 Review to be undertaken during Summer Term 2017 with a review every Summer Term	COMPLETE – All research staff leaving the School are being asked to complete the exit questionnaire upon leaving (including where the researcher leaves due to the end of their fixed-term contract). An improved Exit Questionnaire was approved by the HR Advisory Group in Jan 2018 and data trends will be analysed in due course.	
					Ensure that there is a clear question on reason for leaving, to produce reliable data in turn on reasons for leaving and develop actions based on analysis of the data		COMPLETE – reason for leaving question has been amended.	
12	To encourage research staff to play an active role in the life of their Department/Centre, including getting involved in appropriate	2	Research Staff Committee	Research Staff Committee, Professor Julia Black	<p>Feedback from researchers & RSA</p> <p>10% improvement in level of</p>	8 December 2017	COMPLETE – Professor Julia Black has raised this at the RCDF meeting.	

	departmental decision-making processes such as committees and working groups				research staff engagement as measured by relevant questions on the staff survey	2019, following availability of staff survey results		
BENEFITS								
13	To have a greater influence on wider EU provisions for research staff through active involvement with EU Research and Innovation Directorate. <u>Amended to:</u> By Summer Term 2018, review the options for the School should a Researcher join the School and be in the Resaver pension scheme	7	Research Staff Committee	Director of Human Resources Division	Active involvement in EU work (e.g RESAVER)	14 June 2018	IN PROGRESS – This is currently on hold due to Brexit.	
IMPACT								
14	To have a greater influence on wider UK provisions for research staff through active involvement in Vitae	1, 7	Research Staff Committee	Human Resources Division	Active involvement in VITAE initiatives, through joining the regional group	Ongoing, with a Review by 14 June 2018	IN PROGRESS	

Action #	Date action agreed & by whom	Concordat Principles addressed	Action	Lead(s)	Success Measure	Deadline	Status	Evidence (summary or link)
CAREER DEVELOPMENT								
15	April 2017 – Research Staff Committee	Support and career development	Redesign the Research Staff training programme by Michaelmas Term 2017 to ensure that it meets the needs of research staff and the RDF framework developed by Vitae where appropriate	Head of Organisational Learning (Human Resources Division) Director of the Teaching & Learning Centre Director of Research Division	Courses to commence by 8 December 2017	8 December 2017	COMPLETE	Courses have commenced - full list of courses is available here
					To achieve a 85% satisfaction level of good or excellent for sessions through: - a training needs analysis which has been conducted to ensure that workshop content is appropriate. - a full tender process being conducted to ensure quality of providers is high. - regular monitoring of evaluation data	14 June 2018	TO ACTION - a meeting has been scheduled for early December 2018 to address this.	
					To ensure that at least 75% of places are filled by – - ensuring workshops are run when delegates have identified is best for them to attend e.g lunch-time sessions. - sending direct emails to research staff on a termly basis, followed up with targeted emails and Staff News articles	14 June 2018	TO ACTION - a meeting has been scheduled for early December 2018 to address this.	
					Training needs analysis within the CDR to be completed in 100% of cases where the CDR is completed	14 June 2018	TO ACTION - a meeting has been scheduled for early December 2018 to address this.	
16	April 2017 – Research Staff Committee	Support and career development	Review the skills training provided to Researchers in light of the growing ECT type roles in the School (and the higher education sector) taking cognizance of the RDF framework developed by Vitae where	Head of Organisational Learning (Human Resources Division) Director of Human Resources	Review to be completed by deadline 2018 -19 session Research Staff training programme reflects the outcome of the review	14 June 2018	TO ACTION	

Action #	Date action agreed & by whom	Concordat Principles addressed	Action	Lead(s)	Success Measure	Deadline	Status	Evidence (summary or link)
			appropriate.	Division				
17	April 2017 – Research Staff Committee	Support and career development	<p>Introduce training sessions on developing grant writing skills</p> <p>Introduce skills development sessions for NRSC staff on making applications for higher grant values commensurate with the recently created career track</p>	<p>Head of Organisation al Learning (Human Resources Division)</p> <p>Director of the Teaching & Learning Centre</p> <p>Director of Research Division</p>	<p>Sessions to commence by end of Michaelmas Term 2017 (8 December 2017)</p> <p>To achieve a 85% satisfaction level of good or excellent for the session</p> <p>To ensure that at least 75% of places are filled by - ensuring workshops are run when delegates have identified is best for them to attend e.g lunch-time sessions. - sending direct emails to research staff on a termly basis, followed up with targeted emails and Staff News articles</p>	<p>8 December 2017</p> <p>14 June 2018</p> <p>14 June 2018</p>	<p>COMPLETE</p> <p>COMPLETE</p> <p>IN PROGRESS-</p>	<p>Courses have commenced</p> <p>Overall satisfaction level is 93.7% good or excellent</p> <p>Currently occupation rates are 64.5%</p>
18	April 2017– Research Staff Committee	<p>Recognition and value</p> <p>Support and career development</p>	<p>Introduce training sessions for research staff making the transition from Researcher to Principal Investigator as well as academic staff to Principal Investigator</p>	<p>Head of Organisation al Learning (Human Resources Division)</p> <p>Director of the Teaching & Learning Centre</p> <p>Director of Research Division</p>	<p>Sessions to commence by end of Michaelmas Term 2017</p> <p>Monitor attendance and feedback</p>	<p>8 December 2017</p> <p>Lent Term 2019</p>	<p>COMPLETE</p> <p>IN PROGRESS-</p>	<p>Courses have commenced and will be evaluated in 2019</p> <p>The evaluation and attendance is being measured on an ongoing basis and will be reviewed at the end of Lent term 2019</p>

					To achieve a 85% satisfaction level of good or excellent for the session	14 June 2018	COMPLETE	Overall satisfaction level is 93.7% good or excellent
					To ensure that at least 75% of places are filled	14 June 2018	IN PROGRESS - a meeting has been scheduled for early December 2018 to address this.	Currently occupation rates are 64.5%
19	April 2017 – Research Staff Committee	Recognition and value	Increase the percentage of research staff who feel that their job is secure (as measured by the relevant question in the LSE Staff Survey) through a concerted plan to better support continuity of employment for researchers, including by improving access to bridging funds (#6 above), training research staff (above), improving CDRs and mentoring, and sharing best practice and job opportunities (below).	Pro Director for Research Head of Organisational Learning (Human Resources)	Increase in % of staff who feel their job is secure.	14 December 2018	IN PROGRESS	This will be part of the Staff Survey Lent term 2019
					To identify a process by which we measure awareness of appropriate job opportunities within the School.	14 December 2018	TO ACTION	
					To then achieve a 75% increase amongst staff in awareness of job opportunities	14 December 2018	TO ACTION	
20	April 2017– Research Staff Committee	Support and career development Recognition and value	Update CDR guidance and form to ensure it refers to the issue of actions to facilitate continuity of research staff employment within CDR meetings	VCAC, Human Resources Division	Revised guidance and form to take effect 2017-18	30 June 2017	COMPLETE	Reference to the issue of actions to facilitate continuity of research staff employment have now been included in the form and

								guidance available here .
					75% of staff who have completed a CDR to be satisfied with the CDR process. Amended to: Positive feedback on CDRs from Research Staff Association	1 December 2018	TO ACTION	
Action #	Date action agreed & by whom	Concordat Principles addressed	Action	Lead(s)	Success Measure	Deadline	Status	Evidence (summary or link)
21	April 2017 – Research Staff Committee	Recognition and value Researchers' responsibilities	Introduce the Vitae Researcher Development Framework (RDF) as an individual training plan and develop guidance on how it can be used by research staff.	Head of Organisational Learning (Human Resources Division)	Researcher Development Framework (RDF) and supporting guidance to take effect 2018-19	8 June 2018	COMPLETE	Guidance for use of RDF available on dedicated web pages for Research staff
					To achieve a 85% satisfaction level of good or excellent for the plan	8 June 2018	Not currently measured	
22	April 2017 – Research Staff Committee	Support and career development Recognition and value	Explore use of the developing Academic Professional Standard and the Apprenticeship levy.	Head of Organisational Learning (Human Resources Division)	Effective use of Apprenticeship levy and develop actions accordingly	8 June 2018	IN PROGRESS No relevant apprenticeships currently available however this is being monitored on an ongoing basis.	

Action #	Date action agreed & by whom	Concordat Principles addressed	Action	Lead(s)	Success Measure	Deadline	Status	Evidence (summary or link)
MENTORING								
23	April 2017 – Research Staff Committee	Recognition and value	Update the Mentoring guidance to include continuity of the contract as a discussion point.	VCAC, Human Resources Division	Updated mentoring guidance to be ready for new session 2017-18	30 June 2017	COMPLETE	Guidance has been updated to include continuity of the contract as a discussion point.
					75% of staff who have been mentored via the formal Mentoring process to be satisfied with it	1 December 2018	TO ACTION	
COMMUNICATIONS								
24	April 2017 – Research Staff Committee	Recognition and value	To develop a communications strategy for research staff	Head of Organisational Learning (Human Resources Division)	Strategy to be implemented in 2018 -19 session	8 June 2018	IN PROGRESS - Working with Communication division to identify best means of communication to Research Staff colleagues	
					To achieve a 85% satisfaction level of good or excellent for training sessions	By end of 2018 -19 session	COMPLETE	Overall satisfaction level is 93.7% good or excellent
					To ensure that at least 75% of places are filled	By end of 2018 -19 session	IN PROGRESS - Currently occupation rates are 64.5%	

Action #	Date action agreed & by whom	Concordat Principles addressed	Action	Lead(s)	Success Measure	Deadline	Status	Evidence (summary or link)
					Include at least 3 research staff profiles per year within Staff News	By end of 2018-19 session	TO ACTION	
DIVERSITY AND EQUALITY								
25	April 2017– Research Staff Committee	Diversity and Equality	Receive equality data profiles from Human Resources on an annual basis and make recommendations where necessary	EDI Steering Group Human Resources Division Research Staff Committee	First set of profiles to be received by RSC in Michaelmas Term 2017 and then annually	9 December 2017	COMPLETE	RSC received data profiles at its 29 November 2017 meeting and will receive them annually in Michaelmas Term
SHARING BEST PRACTICE								
26	April 2017 – Research Staff Committee	Recruitment and selection Implementation and review	Explore the possibility of developing an area within the School's 'Communities in Practice' portal to share best practice between Research Centres, as well as notifying each other about upcoming job opportunities for research staff who may be coming to the end of their contact	Head of Organisational Learning (Human Resources Division)	Commence use of the portal, if the portal is appropriate method	9 December 2017	IN PROGRESS - This is now part of broader work being undertaken on collaboration in the School	
					To identify a process by which we measure awareness of appropriate job opportunities within the School.	8 June 2018	TO ACTION	

					To then achieve a 75% increase amongst staff in awareness of job opportunities	8 June 2018	TO ACTION	
Action #	Date action agreed & by whom	Concordat Principles addressed	Action	Lead(s)	Success Measure	Deadline	Status	Evidence (summary or link)
27	April 2017 – Research Staff Committee	Implementation and review	Benchmark the best practice identified in CROS and PIRLS 2017 against LSE practices and review where necessary	Human Resources Division Research Staff Committee	Complete benchmark Make appropriate recommendations where relevant	17 December 2018	TO ACTION	
28	April 2017 – Research Staff Committee	Recognition and value Implementation and review	Review the content of the School's Exit Questionnaire to ensure it captures relevant information on research staff leaving the School, with the intention of getting reliable data about continuity of employment issues, i.e. staff being made redundant due to end of external grants, etc,	Research Staff Committee	Complete review by 31 August 2017	31 August 2017	COMPLETE	Review was completed via RSC in 2017
				Human Resources Division	Ensure that there is a clear question on reason for leaving, to produce reliable data in turn on reasons for leaving	9 December 2017	COMPLETE	Reason for leaving question has been amended
					Ensure that all staff leaving the School are invited to complete the Exit Questionnaire	9 December 2017	COMPLETE	All researchers leaving the School are being asked to complete the Exit Questionnaire

COMPLETED ACTIONS FROM PREVIOUS ACTION PLANS

	Action point	Concordat Principles addressed	Identified by	Lead	Timescale	Current Status
9	Finalisation of LSEs redeployment process (which will include research staff)	3,4	Gap analysis section 3/4d 2009 CROS, 2009 LSE Staff Survey theme Success measure through CROS survey	Human Resources Division	July 2015	COMPLETE
28	To develop new promotions procedures for the New Research Staff Career. Continue to review promotions procedures for research staff	2, 3, 4	Gap analysis section 2e, 3/4e 2009 CROS, 2009 LSE Staff Survey theme Introduction of New Research Staff Career Success measure – number of promotees who are successful in new role	VCAC, Human Resources Division, RSC	July 2016	COMPLETE
39	To introduce a New Research Staff Career at the LSE.	2	RSC Success measure – successful implementation	VCAC, Human Resources Division, RSC	Commence March 2015	COMPLETE

ACTIONS REMOVED FROM THE PLAN

	Action point	Concordat Principles addressed	Identified by	Lead	Timescale	Summary
29	Development of the Careers in Research Online Survey CROS 2017 in a manner which supports a trajectory to increase researcher engagement	6, 7	RSC Success measure – percentage completion rate	RSC/Academic and Professional Development Adviser to Research Staff	March 2017	N/A – LSE will not be participating in CROS 2017*
30	Development of the Principal Investigators and Research Leaders Survey PIRLS 2017 in a manner which supports a trajectory to increase PI engagement	6, 7	RSC Success measure – percentage completion rate	RSC/Academic and Professional Development Adviser to Research Staff	March 2017	N/A – LSE will not be participating in CROS 2017*
32	To resurrect the PI Development Programme with a view to encouraging any individuals that manage research staff to attend the programme	1,2	RSC Success measure – for the programme to be running	Academic and Professional Development Adviser to Research Staff/RSC	April 2016	N/A – This has now be incorporated within action 18

* The School did not undertake CROS or PIRLS 2017, instead focusing its efforts on developing actions based on the outcomes of the LSE's 2015 Staff Survey, which also provided data on research staff.

Last updated: 11 December 2018 (Research Staff Committee)