THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE ■

Research Staff Career and Professional Development Support 2019-2020

CDR meetings this year are almost certain to focus in particular on the C-19 crisis and its consequences for our work. It would be very helpful if you could use the CDR form to note down any key points related to this – i.e. so that we can collate this information centrally and take it into account as we move forward

1. INTRODUCTION

The School expects that all research staff and particularly those in the early stages of a research career at the School should receive constructive advice on career development from senior colleagues.

The School has in place two approaches to structuring career development conversations for research staff:

- A **Mentoring scheme** for Research Officers, Research Fellows and Assistant Professorial Research Fellows.
- A **Research Staff Career Development Review (CDR) scheme** which is designed for all research staff throughout their LSE career.

Both aim to give research staff guidance on how to make most effective use of their time at LSE both for their own professional development and to ensure their contribution to the School as a whole. The Mentoring scheme is distinct from the CDR scheme; Mentors give **informal** advice and provide a sounding board throughout the year, whereas formal CDR meetings take place annually or bi-annually (see summary below for frequency of meetings) and are normally conducted by the Head of Department (HOD)/Research Centre Director (RCD) or their delegate. Importantly, the mentor cannot be the one holding the CDR meeting. The CDR meeting is intended to allow for an open and constructive exchange of views, which includes both future plans as well as a review of past performance, achievements and experience. Current role profiles are available here.

This guidance outlines the career development support available to research staff and is designed for use by research staff and managers.

The procedures have been designed to reflect the School's commitment to ensuring that research staff receive the best possible advice in relation to their career and professional development, noting that the knowledge, skills and experience required to move successfully towards the next career stage may not be the same as those required to achieve the current position.

Where research staff are contributing to teaching or undertaking administrative duties, such activities should not be overlooked in the CDR process and should be recorded on the CDR form to reflect the full profile of activities.

All research staff may access the training and development opportunities available within the School and in most cases this is at no cost to the individual or the project. Principal Investigators

(PIs)/Managers should actively encourage research staff to attend relevant developmental courses/workshops available at the School.

2. ELIGIBILITY AND FREQUENCY OF MEETINGS

This guidance is applicable to the following salaried research staff as follows:

Annually for:	Biennially for:
▪ Research Officers ▪ Research Fellows ▪ Senior Research Fellows ▪ Principal Research Fellow ▪ Assistant Professorial Research Fellows ▪ Associate Professorial Research Fellows	▪ Professorial Research Fellows

Note: The [Professional Services Staff Career Development Review](#) (CDR) process is applicable to Research Assistants. However, Centres/Departments may wish to use aspects of the procedures here to evaluate the performance of Research Assistants.

Please note:

- Staff on any form of leave for the majority of the academic year (e.g. maternity leave) are not required to complete a CDR that session.
- Where the duration of the contract is less than two years, the CDR meeting will be annual. Staff working 0.2 FTE or less can choose to have a CDR but are not required to do so.
- The CDR can be completed at any point in the year although Lent Term or the early part of the Summer Term is recommended.

3. THE CDR PROCESS

At the start of the academic year, HR will send all departments and centres a list of staff who are due a CDR that session according to the rules above. The department/centre should review the list and ensure that it is correct and inform HR of any changes. HODs/RCDs should then ensure that CDR meetings are scheduled.

The next stages are as follows:

Stage 1: Self-evaluation statement

The statement will provide the member of staff with the opportunity to provide a rounded self-evaluation statement of their activities, achievements and performance over the last review period and plans for the next. Researchers should outline the following in brief in the CDR form:

1. <u>Previous Review</u>: a summary of progress in relation to the outcomes and actions agreed in the previous CDR.
2. <u>Research Profile</u>: a self-evaluation statement focussing on achievements over the last review period, drawing attention to grant raising activities, any publications and other research outputs as well as dissemination, impact, knowledge exchange and public engagement.
3. <u>Contributions to centre/departmental administration and School citizenship</u>: a self-evaluation statement of the contributions made to Centre/departmental administration and School activities.
4. <u>Contribution to teaching (where applicable):</u> a self-evaluation statement of the contributions made to teaching.
5. <u>External, professional and other activities</u>: a self-evaluation statement of external and professional activities.
6. <u>Plans for the coming year</u>: plans for the coming year with respect to research (including grant activities, publications and dissemination/impact/knowledge exchange/public engagement), administration and citizenship, teaching and education (if applicable) and external, professional and other activities.
7. <u>Career goals and career development</u>: a reflection on career goals (short, medium or long term), career development and progression; this may include reflections on employment options at the LSE or elsewhere for those on fixed term contracts dependent on external funding.
8. <u>Departmental/Centre support</u>: a summary of any departmental and School support that has been of particular value this year, and suggestions how the department and School could assist you in reaching your goals in the year ahead.

Within the framework of headings for discussion, the CDR scheme is deliberately non-prescriptive about the detail to be covered in the CDR meeting). Centres/departments are free to tailor the CDR <u>meeting</u> discussion to suit researchers' individual circumstances.

Stage 2: CDR meeting

The CDR meeting provides a space for broad reflection on further developmental needs in relation to longer-term career planning beyond the immediate needs of the current role/project. It is also an opportunity to discuss issues related to employment options at the LSE or elsewhere for research staff currently on fixed term appointments dependent on external funding. The meeting is not intended to replace the regular meetings which should be taking place between researchers and managers.

The expectation is that CDR meetings will normally be conducted by the HOD/RCD or their delegate, e.g. the Principal Investigator/responsible manager. HODs/RCDs are therefore responsible for finding the person best placed to hold the CDR meeting, if not themselves.

Where the member of staff conducting the CDR *is* one of the PIs on a project the researcher being reviewed has worked on during the review period but there are other relevant projects too, then they should contact and involve the other PIs for the purposes of the CDR.

Where the member of staff conducting the CDR *is not* one of the PIs on projects the researcher being reviewed has worked on during the review period, then they should contact and involve the PIs for the purposes of the CDR.

Stage 3: Statement by reviewer

After the CDR meeting, the reviewer will fill in section B evaluating the performance, achievements and contributions of the research staff member relative to the role profile relevant for their role. Where a research member of staff disagrees with the evaluation, they have the right for their disagreement to be noted in a supplementary document. The reviewer will also provide constructive advice about the staff member's career goals and how these might be achieved including where appropriate with further professional development/training, as well as discussing employment options at LSE or elsewhere for those on fixed term contracts dependent on external funding.

Stage 4: Agreeing action points

The reviewer and the researcher will produce a summary of mutually agreed action points arising from the CDR meeting, which will be recorded in section C of the form.

Stage 5: Signing off

All CDR forms and Agreed Career and Professional Development Activities summaries will be signed off by HODs/RCDs.

The form will normally be seen only by the member of staff, their reviewer, the HOD and, where applicable, the RCD (if not the same person as the reviewer), as well as, subject to the HODs discretion, the Department's Professoriate. The form is also seen by the VCAC and the Pro-Director (Faculty Development) for monitoring purposes. With the staff member's permission, the form can be shared with the mentor of the staff member.

Electronic copies of the CDR forms and CVs should be forwarded to Human Resources (hr.cdr@lse.ac.uk) by the deadline provided by HR. The VCAC will be provided with copies of reports on a regular basis and will report to the Research Staff Committee at its next meeting.

Training needs arising from the CDR

The Agreed Career and Professional Development Activities section of the form provides an opportunity to outline any additional development that might be required.

The onus will be on individual researchers to arrange any training or development activities identified, with the support of their manager. Further information on available support is outlined below.

2. FURTHER SUPPORT FOR CAREER AND PROFESSIONAL DEVELOPMENT

The School also offers wider support for career and professional development. A range of sessions are run by the LSE Teaching and Learning Centre (TLC), Human Resources (HR), Research Division and LSE Careers, offering 'bite-sized' seminars on topics particularly relevant to early career research staff across the School. Some are also appropriate for more experienced staff. They all offer researchers the opportunity to take time out of their daily schedules to reflect, learn and plan for the future, as well as giving staff the opportunity to meet and network with colleagues from other departments and research centres. The sessions use a mixture of group and individual work and are led by skilled facilitators and experienced academics.

LSE Teaching and Learning Centre (TLC)

Research staff have full access to all TLC provisions for academic staff including Atlas, its academic development programme which offers workshops and practice exchange forums on a range of education-related topics (further information is available [here](#)) . Research staff who are teaching are also welcome to undertake the LSE's Postgraduate Certificate in Higher Education (further information available [here](#)) and can also request funding to attend external specialist training, subject to approval and signed support from their HOD/RCD.

TLC can also, on request, work with departments/centres/teams to either provide and/or help fund bespoke development in line with local requirements.

For further information on any of the above initiatives offered by TLC, please contact Dr Claire Gordon at c.e.gordon@lse.ac.uk.

Human Resources (HR)

A series of bespoke workshops for research staff are offered by the Organisational Learning team within HR (further information [here](#)). Sessions focused on more general matters such as grant application and project management, team building and management, leadership and research planning are also run in collaboration with the Research Division. Research staff are also welcome to make use of other training and development provisions offered by HR – please see the training portal [here](#).

For further information on any of the above offered by HR, please contact Chris Watt at c.watt@lse.ac.uk.

LSE Careers

LSE Careers provides a broad spectrum of resources and tools covering all aspects of career planning and job application, as well as web pages specifically aimed at supporting PhD students and Research Staff (further information available [here](#)). Research staff can book individual, confidential discussions with Catherine Reynolds, PhD and Research Staff Careers Consultant, by either registering for an account and booking online or by emailing careers@lse.ac.uk. These discussions cover any aspect of the researcher's career, whether the researcher wants to stay in research, explore options outside of academia or is undecided. They cover the wider labour market and can help the individual to address a range of careers related issues including job search strategies, making applications and interview skills. LSE Careers also organises a range of seminars specifically targeted at supporting the career progression of researchers.

For further information on any of the above offered by LSE Careers, please contact Catherine Reynolds at C.Reynolds1@lse.ac.uk

Research and Innovation

Research and Innovation supports academic staff in winning research grants; the School's management of research and research-related knowledge exchange, and the School's research and research-related knowledge exchange and impact strategies, including the Research Excellence Framework (REF). They also provide support throughout the lifecycle of the funded research project and offer sessions such as grant application and project management, team building and management, leadership and research planning, in collaboration with HR. Further information is available [here](#).

A monthly newsletter featuring research-related news and funding opportunities is also published (previous editions of the e-briefing are available here).

For further information on any of the above offered by Research and Innovation, please contact research.innovation@lse.ac.uk.

3. PUBLICATION PROTOCOLS

The contributions made by researchers to work and publications should be given the appropriate recognition. Publication protocols should be explained to the researcher by the research manager at the outset of the project. Similarly, the research manager should ensure the researcher understands their responsibility to report the results of all work related to the research project to their manager and not to publish the results of work without the prior agreement of their manager/the grant holder. It is the responsibility of the researcher to seek further clarification if these issues are not covered or the information provided is unclear. Researchers who feel that they are being denied credit for their work should raise the matter in the first instance with their manager. Further advice can also be obtained from Research Division.

If the issue(s) cannot be resolved informally at this stage, the researcher should raise the matter using the School's grievance procedures, which provide for both informal and formal resolution. The relevant HR Partner should be contacted in the first instance, further information is available here.

Researchers and research managers should ensure they are familiar with the School's policy on intellectual property. *(Note: The policy is currently being redrafted via Research Division/Research Committee)*

4. RESEARCH ETHICS

The Research Policy team is responsible for ensuring that the School maintains the highest ethical standards in its research activity. Working alongside the Research Ethics Committee, the Team ensures that projects requiring ethical consideration are subject to the requisite level of scrutiny. Details of the School's Research Ethics Policy and the relevant forms can be accessed here.

For further information on Research policy and ethics, please contact Lyn Grove at l.grove@lse.ac.uk.

5. MONITORING

The VCAC, in conjunction with Human Resources, will keep the CDR scheme under review and report annually on its implementation and effectiveness to the Research Staff Committee.

Approved by:	Appointments Committee	Date:	5 June 2018
Implementation date:	1 September 2019		
Review period:	1 year		
Division:	Human Resources		