

	<b>HREiR Action plan (2023-26)</b>							Add institutional logo	 HR EXCELLENCE IN RESEARCH
		Details							
	<b>Institution name:</b>	<b>London School of Economics</b>				<b>The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):</b>			
	<b>Cohort number:</b>	2				<b>Audience (direct beneficiaries of the action)</b>	<b>Number of</b>		
	<b>Date of submission:</b>	27th Jan 2023				Research staff	240	Staff on Research only contracts	
	<b>Institutional context:</b>					Postgraduate researchers	n/a		
						Research and teaching staff	n/a		
						Teaching-only staff	n/a		
						Technicians	n/a		
						Clinicians	n/a		
						Professional support staff	n/a		
						Other (please provide numbers and details):	n/a		
								<i>To be completed only when reporting on action plan</i>	
	<b>Obligation</b>	<b>Action</b>	Carried over from previous action plan?	<b>Deadline</b>	<b>Responsibility</b>	<b>The targeted <u>impact</u> of the action (success measure)</b>	Comments (optional)	<b>Progress update</b>	<b>The actual <u>impact</u> of the action (reporting against the success measure)</b>
<b>Environment and Culture</b>									
<b>Awareness and engagement</b>									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECI1	Ensure all relevant staff are aware of the Concordat.	Features on the Concordat will be included in Staff news and Research Staff Newsletter. The new web portal features a section on the Concordat. The development of the Early Career Researcher Network will also be used as a channel to raise awareness of the Concordat.	Yes	Dec-23	Head of Organisational Learning	At least 30% of respondents to relevant survey questions will be aware of the Concordat. 50% of those that are aware of the Concordat say it is usefull/very usefull.			
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Intellectual Property:IP training to be delivered from Lent Term 2023. Further communication through R&I briefing can be organised as well as communication to new grant holders.	Yes	Dec-23	Director of LSE Research and Innovation	At least 50% of respondents to relevant survey questions will be aware of the IP policy. 50% of those aware of the IP Policy think its helpful/very helpful			
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	Specific Induction and Management and Leadership Training for Research Staff will be designed and launched based on external benchmarking. Next steps include running further workshops and featuring Career Management mechanisms in the Research Staff News letter	Yes	Dec-23	HR-Director	75% of Induction attendees who responded felt the session usefull/very usefull. 75% of attendees on Management and Leadership workshops find it usefull/very usefull			
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	Ongoing support and engagement with the ECR	Yes	Dec-25	Head of Organisational Learning Director Research and Innovation	At least 75 of respondent in OL survey questions will be aware of the ECR. 50% of those who are aware of the ECR have actively engaged in an ECR activity			

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<b>Wellbeing and mental health</b>										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	An ongoing programme of Wellbeing activity is widely promoted. Research staff have been participating in this programme. Regular wellbeing tips will be included in the Research Staff newsletter	Yes	Dec-25	Head of Organisational Learning Director Pro-Director Research	85% positive response to relevant questions in Annual pulse survey				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Working Group (inc Early Careers Researchers, Comms Division and internal L&D providers) to continue to explore how best to deliver training to PI and P&R staff Managers. New starters continue to complete the online E&D module. The guidance including the expectations of the PI/Researcher relationship is to be discussed by RPSC and implemented. Further sessions on Mental Health 1st Aid will be offered.	Yes	Dec-25	Head of Organisational learning	85% positive response to relevant questions in Annual pulse survey				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.						No new action identified			
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Ongoing roll out of new works spaces and support as part of the Future Ways of Working project.	Yes	Ongoing	Chief Operating Officer Pro-Director Research	Requests monitored by HR Policy team centrally and reviewed annually. 60% of respondents in Annual survey respond positively to relevant questions				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.						No new action identified			
<b>Bullying and harassment</b>										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Further workshops on relevant policies to be offered and ongoing monitoring to occur	Yes	Ongoing	HR Director	HR Case work monitored and reported annually to RPSC				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	New Management and Leadership Training to be designed to include relevant guidance, policies and case studies for Managers	Yes	Jul-23	HR Director Head of OL	HR Case work monitored and reported annually to RPSC				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	Continue to monitor and advertise relevant reporting mechanisms	Yes	Ongoing	HR Director	HR Case work monitored and reported annually to RPSC				
<b>Equality, diversity and inclusion</b>										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	All new staff at LSE are required to undertake online training sessions on Equality and Diversity. Participation is monitored termly by HR	Yes	Ongoing	HR Director	Monitored by annual reporting on uptake of online module- aim for 80% completion. 80% of respondents to Annual survey feel included				

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ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	All new staff at LSE are required to undertake online training sessions on Equality and Diversity. Participation is monitored termly by HR	Yes	Ongoing	HR Director	Monitored by annual reporting on uptake of online module- aim for 80% completion 80% of respondents to Annual survey feel included				
<b>Research Integrity</b>										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.						No new action identified			
ECM3	Ensure managers report and address incidents of poor research integrity.						No new action identified			
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.						No new action identified			
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.						No new action identified			
<b>Policy development</b>										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Ongoing participation for Researchers in shaping policy and actions especially through the ECR network and RPSC	Yes	Ongoing	Pro- Director Research	At least 75 of respondent in OL survey questions will be aware of the ECR. 50% of those who are aware of the ECR have actively engaged in an ECR activity				
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	As above	Yes	Ongoing	Pro- Director Research		as above			
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	As above	Yes	Ongoing	Pro- Director Research		as above			
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	As above	Yes	Ongoing	Pro- Director Research	At least 75% of respondents in OL survey questions are aware of the ECR. 50% of those who are aware of the ECR have actively engaged in an ECR activity	as above			
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	As above	Yes	Ongoing	Pro- Director Research		as above			
<b>Employment</b>										
<b>Recruitment and induction</b>										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	The Schools Appointment Committee include the VCAC and the Pro-Director Faculty Development who review all appointments. Regular management information is provided to RPSC to ensure a balanced process is occurring	Yes	Ongoing	VCAC Pro-Director Research	Regular management information is provided to RPSC to ensure a balanced process is occurring				

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EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	A New research specific Induction is to be designed and launched	Yes	Dec-23	Head of OL Director of Eden Centre	Attendance at Induction to monitored to ensure that a high percentage of new starters are picked up. The OL Survey to identify 85 % of respondents have been inducted effectively.				
<b>Recognition, reward and promotion</b>										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.						No new action identified			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.						No new action identified			
<b>Responsibilities and reporting</b>										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	We are investigating means to ensure Managers are aware of all relevant policies at the start of a project/research programme as part of the set up process for projects.	No	Jun-24	Pro- Director Research Director of Research and Innovation	Measure point to be identified following review				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.						No new action identified			
ER2	Researchers understand their reporting obligations and responsibilities.						No new action identifeid			
<b>People management</b>										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	New leadership and Management course to be designed and launched R&I working on a specialised HoD Induction for managing research lifecycle activities to support efficient HoD and DHoD research onboarding to manage research activities.	Yes	Jan-24	Head of OL HR Director Director of Research and Innovation	85% good to excellent reponse on OL evaluation				
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.			ongoing		85% of respondents to the OL survey find their CDR helpful/very helpfull	CDR process ongoing			
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	New leadership and Management course to be designed and launched R&I working on a specialised HoD Induction for managing research lifecycle activities to support efficient HoD and DHoD research onboarding to manage research activities.	Yes	Jan-24	Head of OL HR Director Director of Research and Innovation	85% good to excellent reponse on OL evaluation				
EM4	Managers actively engage in regular constructive performance management with their researchers.					85% of respondents to the OL survey find their CDR helpful/very helpfull	CDR process ongoing			
ER3	Researchers positively engage with performance management discussions and reviews with their managers.					85% of respondents to the OL survey find their CDR helpful/very helpfull	CDR process ongoing			
<b>Job security</b>										
The aim of this obligation is to improve the job security of researchers.										

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EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	Further work stemming from the impact of Covid report is being identified.	No	Every summer term	Pro-director Research VCAC Director of Research and Innovation	Provide the RPSC with an annual update on bridging fund. RPSC will make recommendations where required.			
<b>Professional and Career Development</b>									
<b>Championing professional development</b>									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.									
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Active marketing will continue to ensure staff are aware of opportunities for their personal development. This includes Staff News and the launch of the single web portal for Research Staff Development Run a annual conference for Research staff providing a range of developmental sessions and structured networking opportunities	no	Jun-24	Head of OL	75 % of respondents of the OL survey feel the School provided suitable development opportunities 80% of attendees at the Annual Research staff conference will find the events good/excellent in the event evaluation			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	The annual research staff survey from the Organisational Learning team circulated to research staff includes a question on engagement with the CDR and mentoring processes. This is then reported to relevant committees.	Yes		Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RPSC 80% of the respondents to the OL annual survey report having engaged in professional development activities			
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.					75% of respondents to the annual OL survey report having 10 days pro rate per year professional development	No new action identified - support is ongoing		
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Run an annual conference for Research staff providing a range of developmental sessions and structured networking opportunities Annual CDRs continue				80% of attendees at the Annual Research staff conference will find the events good/excellent in the event evaluation.			
<b>Career development reviews</b>									
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Next steps will include further workshops and features in the Research staff newsletter	Yes	Dec-23	Head of OL	85% good to excellent response on OL evaluation			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.						No new action - monitoring/reporting ongoing		
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.						CDR process ongoing		
PCDR4	Researchers positively engage in career development reviews with their managers.						CDR process ongoing		
<b>Career development support and planning</b>									

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The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Ongoing support from Careers and online. Next steps: based on the survey outcome further work needs to be undertaken to raise awareness and use of the RDF. This could include workshops, a regular feature in the newsletter and engagement with the Early Careers Network	no				75 % of respondents of the OL survey feel the School provided suitable development opportunities	No new action - support ongoing		
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.							No new action - support ongoing		
<b>Research identity and leadership</b>										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Tracking of bookings and attendance for 2022/23 is underway and a review of the programme to inform future sessions is proceeding. Future cohorts of the programme will run based on evaluation of the first programme	No	Jun-23	Director of Eden Centre Director of Research & Innovation Division Centre Directors/Centre Managers	Measure point to be identified after review is completed	Measure point to be identified after review is completed			
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.					75% of respondents to the annual OL survey report having 10 days pro rata per year professional development	No new action - support ongoing			
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	New leadership and Management course to be designed and launched	yes	Jul-23	Head of OL	85% good to excellent response on OL evaluation				
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills					80% of the respondents to the OL annual survey report having engaged in professional development activities	No new action - support ongoing			
<b>Diverse careers</b>										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Further revisions of the OL programme will occur based on the annual OL survey. No further action to take based on the Schools current approach to developing Research staff	no					No new action - support ongoing		
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Mentors are allocated to all junior research staff	yes	Ap-24	HR Director	Numbers of allocated mentors monitored on an annual basis - aim for 80% allocated				
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Continued provision of Mentors and support from Careers	yes			Numbers of allocated mentors monitored on an annual basis - aim for 80% allocated	Provision of mentors ongoing			

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PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.					Numbers of allocated mentors monitored on an annual basis - aim for 80% allocated	Provision of mentors ongoing		
	<p>* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.</p>								

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HREiR Action plan template (add dates)								
		Details						
Institution name:				The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):				
Cohort number:				Audience (direct beneficiaries of the action plan)			Number of	Comments
Date of submission:				Research staff				
Institutional context:				Postgraduate researchers				
				Research and teaching staff				
				Teaching-only staff				
				Technicians				
				Clinicians				
				Professional support staff				
				Other (please provide numbers and details):				
Complete for submission							<i>To be completed only when reporting on action plan</i>	
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)
Environment and Culture								
Awareness and engagement								
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.								
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies							
Wellbeing and mental health								
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.								
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers							
Equality, diversity and inclusion								
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.								
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions							
Employment								
Job security								
The aims of these obligations are to improve the job security of early career researchers.								
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies							
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security							
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression							
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels							

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<b>Professional and Career Development</b>								
<b>Championing professional development</b>								
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to do so.								
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning							
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes							
<b>Diverse careers</b>								
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.								
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit							
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<b>Institution name:</b>		<i>Enter relevant information</i>		The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):						
<b>Cohort number:</b>		<i>Enter relevant information</i>		Audience (direct beneficiaries of the action plan)				Number of	Comments	
<b>Date of submission:</b>		<i>Enter relevant information</i>		Research staff					<i>These are your primary beneficiaries, are across the action plan - both by being evaluated through success measures.</i>	
<b>Institutional context:</b>		<i>Enter relevant information that helps frame the action plan and the intended institutional audience. For example, this box can be used to disclose the research intensiveness of the institution, providing a justification for the breadth/depth of the actions disclosed.</i>		Postgraduate researchers						
				Research and teaching staff						
				Teaching-only staff						
				Technicians						
				Clinicians						
				Professional support staff						
				Other (please provide numbers and details):						
<b>Complete for submission</b>								<i>To be completed only when reporting on action plan</i>		
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<b>Environment and Culture</b>										
<b>Awareness and engagement</b>										<b>N.B. This section is for reporting only, and should not be completed at the beginning of the action plan's term.</b>
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	Ensure all relevant staff are aware of the Concordat.									
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.									
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	<i>Describe here your actions/interventions for meeting the obligation, referring to actions elsewhere in the action plan if preferred.</i>	<i>Has the action been carried forward from a previous action plan? "yes" / "no"</i>	<i>Indicate a month and year</i>	<i>Name all key parties responsible for the action(s) and success measure(s)</i>	<i>Describe here your success measure(s), used to report against the intended impact for researchers and incorporating researchers' views wherever possible.</i>	<i>Describe here any supplementary information.</i>	<i>Describe here a written summary of the progress made against the obligation, taking a broad view of the people and/or organisational development that may have occurred.</i>	<i>Provide evidence that directly reports against all success measures described previously.</i>	
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.									
ECF1	<i>Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies</i>	<i>Institutions planning actions for specific funders' obligations can insert these obligations into the relevant section of the institution template.</i>								

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For brevity, the remaining obligations have been omitted from this 'Guidance' sheet.								
<p><small>* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.</small></p>								

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Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
Our internal evaluation revealed that researchers feel the university strategic priorities do not reflect their own (62% in a consultation said that they felt disconnected from the university's recent 'Strategy 2030'). Heads of Faculties also report from conversations at committee meetings that researchers feel the university's strategic priorities are not entirely aligned with the reality felt in specific research disciplines.									
Optional: Institutions can use this space (if desired) to discuss the context that frames the actions and success measures disclosed.									
ECI1	Ensure all relevant staff are aware of the Concordat								
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Providing actions for every obligation is not mandatory, although action plans should aim to target those in their priority areas and/or those highlighted by researchers during the internal evaluation.							
ECI6	Regularly <u>review and report</u> on the quality of the research environment and culture, including <u>seeking feedback</u> from researchers, and <u>using the outcomes</u> to improve institutional practices.	Host programme of Faculty- and institution-wide workshops on research culture, capturing local and broader views on key themes in research and reflecting these with the institution's 'Strategy 2030' priorities.	no	Jul-23 <i>Being specific (rather than only stating "ongoing" or "annually") indicates that reporting has been properly scheduled and that actions are timebound.</i>	• RCWG • Heads of Faculties • PVC-RI	• Host quarterly workshops for each Faculty, and biannual institutional workshops. <i>Success measures like this (i.e., "action completed") are acceptable but should be complemented by other measures that show the impact of the action.</i>  • Drafting of workshop reports led by research staff attendees, and reports instated as a standing agenda item at Faculty committee meetings. • At least 30 research staff attendance (on average) at Faculty workshops. Positive post-event feedback from at least 80% of research staff attendees.		Programme of workshops conducted digitally due to ongoing COVID restrictions (1). Attendance was encouraging, with a good number of research staff joining and contributing to both discussions and the chat function. Research staff were less engaged in the reporting of the workshops than hoped, partially attributed to the less stimulating setting of online events. Feedback from research staff attendees was very positive, and both this feedback and the workshop discussion points were fed into Faculty committee meetings. In one instance, this prompted a Head of Faculty to set up focus groups to explore one particular issue more closely.	• All 5 Faculties' workshops held quarterly, as well as two workshops held at an institutional level.  • Workshop reporting only partially led by research staff across the Faculties. All Faculty committees successfully instated research culture reports as an agenda item.  • 34 research staff attended each workshop on average. 86% of research staff attendees gave positive post-event feedback, with 84% saying they "found the workshop to be helpful".
		Gather a comprehensive range of anonymous views from research staff on how they feel their Faculty research environment compares to the institution as a whole through quarterly Faculty pulse surveys.	yes	May-23 <i>Broad and specific responsibility can show a joined-up approach to working, connects institutional stakeholders around the Researcher Development Concordat and also shares the workload.</i>	• Faculty-HR • RCWG	• At least 40% of research staff (on average) across all 5 Faculties respond to Faculty pulse surveys.  <i>Success measures like these allow institutions to qualitatively and quantitatively assess progress against the obligation. Note the words underlined in the obligation and consider how the success measures could align with these. Setting numerical (i.e., SMART) targets can provide an unambiguous benchmark to report progress against in the future.</i>	Faculty pulse survey engagement was encouraging, albeit variable across the Faculties. The findings and trends will help inform future Concordat action plans and the university's Research Culture manifesto.  <i>By describing the action's progress in narrative form, institutions can explain success in greater detail, or mitigate challenges experienced, by providing helpful contextual information.</i>	• 38±3% of research staff responded to pulse surveys across all Faculties, although some only received 35% research staff response rates.  <i>Ensuring you report against all success measures provides a better assessment of the impact achieved and shows commitment to researchers that the institution cares about their views and behaviour.</i>	

	HREiR Action plan template (2023 -2026dates)							Add institutional logo	 HR EXCELLENCE IN RESEARCH
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	<i>Even if no action is intended/needed, it is encouraged to include success measures that show how different stakeholders engage with/benefit from other actions.</i>	Jul-23	• RCWG	At least 70% of research staff answering CEDARS q42.4 ("feel included in your immediate research environment/group") agree or strongly agree (CEDARS 2021: 62%)	Survey response rate in 2021: 16% research staff (n=147)  <i>Optional: This space can be used to provide details not suitable for the other columns. For example, you can add information relevant to an action and/or a success measure to help demonstrate feasibility.</i>	CEDARS response rate improved considerably after a campaign of targeted communications. This coincided with less positive responses for q42.4 than anticipated, suggesting that the university is now successfully reaching a previously 'silent' yet dissatisfied group of research staff with the survey.	64% of research staff responded agree/strongly agree for CEDARS q42.4.  22% of all research staff (n=202) responded to CEDARS.	
<b>For brevity, the remaining obligations have been omitted from this 'Tips' sheet.</b>									
<p>* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.</p>									

Concordat Principle	Institution	Managers of Researchers	Researchers
<b>Environment and Culture</b>	<p>1. Active consultation with the Early Career Researchers network to enable co-design of activity.</p> <p>2. A co-ordinate series of activity to raise awareness of IP Policy including workshops and publicity.</p> <p>3. Developing LSE for Everyone; establishing LSE as a strong community by supporting staff, recognising, and developing talent, ensuring we can attract and retain the best academics, researchers, and professional service staff by embedding equity, diversity, inclusion, and sustainability across all our processes and procedures.</p> <p>4. Invest in world-class digital and physical facilities.</p>		
<b>Employment</b>	Research for the World, which sets out our intention to broaden our real-world impact by forming a new generation of Thought leaders, advocating for the value of the social sciences, and becoming the global convenor of influential debate on critical issues		Raising awareness of the Concordat action plan through engagement with the ECR network, publicity in newsletters and workshop events.
<b>Professional Development</b>	The launch of a new regular newsletter for research staff: featuring learning and development opportunities, hints, tips, and features.	The Design and launch of a new Leadership and Management programme for Research staff leaders and Managers.	<p>1. A Researcher Conference and a series of networking events, to be run in conjunction with the ECR network.</p> <p>2. The design and launch of new Induction programme specifically for Research Staff.</p> <p>3. Support and encourage researchers to proactively engage in their personal, career and lifelong development through workshops, careers support, mentoring and the CDR process.</p> <p>4. Invest in a broad disciplinary base and vibrant research environment, with targeted funding, support and career guidance for our faculty.</p>