

<b>Institution name:</b>	London School of Economics and Political Science	<b>The institutional audience* for this action plan includes</b>	
<b>Cohort number:</b>	Cohort 2	<b>Audience</b>	<b>Comments</b>
<b>Date of submission:</b>	Sep-21	Research staff (approx. 250)	This refers to the approximate number of active "research-only" staff within the School, however there are many staff who also focus on research as well as their teaching.

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Old Concordat principle and clause
<b>Environment and Culture</b>							
<b>Institutions must:</b>							
EC1	Ensure that all relevant staff are aware of the Concordat	<b>ACTION:</b> <b>24. Communications:</b> To develop a communications strategy for research staff, which will include: - A reference to the Concordat within the appointment letter - at least three research staff profiles per year within Staff News by the end of the 2020-21 academic year - a designated web area for researcher development, which will also include references to the Concordat - research staff email newsletter to be created and circulated on a termly basis.  Development of these communication methods will allow opportunities for more targeted communications about the Concordat to reach researchers.	At least 30% of respondents to relevant survey questions will be aware of the Concordat	Web area and email newsletter: March 2021  Overall: August 2022	Head of Organisational Learning (Human Resources Division)		New
EC2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	<b>ACTION</b> <b>1. Intellectual Property:</b> Provide clarification on the School's IP Policy at appointment stage for new researchers.	At least 50% of respondents to relevant survey questions will be aware of the policy	August 2022	Pro-Director Research Director of LSE Research and Innovation Director of Human Resources		P2.1 P6.8
		<b>ACTION</b> <b>10. Research Excellence Framework (REF) 2021:</b> Preparation for REF 2021 to include early involvement and consideration of research staff	At least 50% of respondents to relevant survey questions will be aware of the REF	December 2021	Pro-Director Research Director of LSE Research and Innovation		
		<b>ACTION</b> <b>12. Involvement in life of the department/centre:</b> To encourage research staff to play an active role in the life of their Department/Centre, including getting involved in appropriate departmental decision-making processes such as committees and working groups.  The matter had been raised by Professor Julia Black at an RCDF meeting. Next steps are: -an improvement in level of research staff engagement	At least 50% of respondents to relevant survey questions are engaged with their department/centre	August 2022	Research and Policy Staff Committee Pro-Director Research Research & Innovation Division		
		<b>ACTION</b> <b>13. Researcher mobility (including Resaver pension scheme)</b> Review the options for the School should a researcher join the School and be in the Resaver pension scheme	Active involvement in European wide work on Researcher mobility	August 2022	Director of Human Resources Division		
		<b>ACTION</b> <b>33 &amp; 37. 2030 Strategy:</b> To ensure that research staff are made aware of the LSE 2030 Strategy (also links to action #24), for example through School-wide and more targeted communications such as the forthcoming research staff newsletter and content relevant to research staff being signposted on the new web pages.  (a) Ensure the Concordat action plan and principles are a key consideration in the development of Department and Centre level plans.	At least 30% of respondents to relevant survey questions are aware of the strategy	August 2022	Pro-Director Research Human Resources Division  EDI Steering Group Human Resources Division Research and Policy Staff Committee Pro-Director Research		
		<b>ACTION</b> <b>43. Race Equality Framework:</b> To liaise with the research staff community about the framework, ensuring discussions around the specific people, educations, and research strands.	To hold a meeting with research staff colleagues to discuss the framework	August 2021	Pro-Director Faculty Development  Chair of Research and Policy Staff Committee	Done - meeting held Feb 2021	

ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	<p>Actions around mental health and Wellbeing have been included in the School Mental health and Wellbeing action plan.</p> <p>Research staff have access to wellbeing sessions offered by the School. The School also has mechanisms in place for any member of staff to raise concerns regarding discrimination, bullying and harassment, including providing appropriate support for those reporting issues.</p>	<p>To be monitored via:</p> <ul style="list-style-type: none"> <li>- School wide KPIs and Staff Wellbeing survey both conducted annually. Results to be provided to PRSC</li> <li>- Pulse survey to be held annually starting Sept 21</li> </ul>	August 2022	<p>Director of Human Resources</p> <p>Head of Organisational Learning, Human Resources Division</p>			P6.9
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	<p>All new staff at LSE are required to undertake online training sessions on Equality and Diversity</p> <p>A working group has been established to take a strategic approach towards research staff development offerings across the School. The group will also consider the researcher/PI relationship as part of this work.</p> <p><b>ACTION</b> <b>34. Researcher/PI relationship</b> Seek to further clarify the expectations of the PI and researcher in the research relationship by developing documentation to clarify this and raise awareness of it</p>	At least 30% of respondents to relevant survey questions are aware of it.	August 2022	<p>Head of Organisational Learning, Human Resources Division</p> <p>Research and Policy Staff Committee</p>			P2.3
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	<p><i>No further actions identified</i></p> <p>The LSE Research Ethics Policy and Code of Research Conduct form part of the School's over-arching Ethics Code. The documentation is highlighted by the Research and Innovation team at the grant application stage, more information is available here: <a href="https://info.lse.ac.uk/staff/divisions/research-and-innovation/research/research-ethics/research-ethics">https://info.lse.ac.uk/staff/divisions/research-and-innovation/research/research-ethics/research-ethics</a></p> <p>Staff are required to undertake online Ethics training session.</p>	Monitored by annual declaration of interests/ethics code monitoring. Results reviewed centrally	n/a	n/a			P6.1
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	<p><b>ACTION</b> <b>27. Benchmarking/CROS &amp; PIRLS:</b> Benchmark the best practice identified in the sectors CROS and PIRLS results against LSE practices and review where necessary</p>	Benchmark will be undertaken and a summary provided to the Research and Policy Staff Committee	August 2022	<p>Human Resources Division</p> <p>Research and Policy Staff Committee</p>			P6.10 P7.5
		<p><b>ACTION</b> <b>38. Oversight:</b> This action plan will be overseen by the Research and Policy Staff Committee</p>	All leads will provide interim updates, with a report at each summer term RPSC meeting.	<p>May 2021</p> <p>May 2022</p>	Research and Policy Staff Committee members			
		<p><b>ACTION</b> <b>39. Internal Evaluation</b> Undertake regular internal evaluation to gain researcher feedback through:</p>						
		-An annual survey from the Organisational Learning Team	Survey will be circulated annually with an engagement rate of at least 30%	<p>August 2021</p> <p>August 2022</p>	Head of Organisational Learning (Human Resources Division)			
		-Exit Questionnaire - any themes to be received by the Research and Policy Staff Committee	Any themes will be provided to the committee annually	<p>May 2021</p> <p>May 2022</p>	<p>Research and Policy Staff Committee</p> <p>Human Resources Division</p>			
		-Research and Innovation and LSE Library project that aims to analyse the experience of researchers and the efficiency of research support at LSE. Results will be received by RPSC	Any themes will be provided to the committee	May 2021	Research and Innovation Division			
		-LSE 2020 Pulse survey - results will be received by RPSC and actions set where necessary	Preliminary headlines to be received by the RPSC	August 2021	<p>Research and Policy Staff Committee</p> <p>Head of Organisational Learning, Human Resources Division</p> <p>Pro-Director, Research</p>	COMPLETE		
		-Themes on the impact of Covid-19 on research staff will be explored by the Committee and actions set where necessary	Preliminary headlines to be received by the RPSC	August 2021	<p>Research and Policy Staff Committee</p> <p>Head of Organisational Learning, Human Resources Division</p>	COMPLETE		
		<p><b>ACTION:</b> <b>14. Active involvement in Vitae</b> To ensure that the School has greater influence on wider UK provisions for research staff through active involvement in Vitae</p>	Joining the regional group	August 2021	Director of Human Resources			
<b>Funders must:</b>								

ECF1	regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	No further actions identified	n/a	n/a	Funders			P6.6
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	No further actions identified	n/a	n/a	Funders			New
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	No further actions identified	n/a	n/a	Funders			P6.6
<b>Managers of researchers must:</b>								
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	No further actions identified All new staff at LSE are required to undertake online training sessions on Equality and Diversity. Participation is monitored termly by HR	Monitored by annual reporting on uptake of online module	n/a	Managers			New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	No further actions identified The LSE Research Ethics Policy and Code of Research Conduct form part of the School's over-arching Ethics Code. The documentation is highlighted by the Research and Innovation team at the grant application stage and training session are also offered to staff. More information is available here: <a href="https://info.lse.ac.uk/staff/divisions/research-and-innovation/research/research-ethics/research-ethics">https://info.lse.ac.uk/staff/divisions/research-and-innovation/research/research-ethics/research-ethics</a>	Monitored annually by declaration of interest/ethics code.	n/a	Managers			New
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	No further actions identified	Staff Survey, and annual Pulse Survey from Sept 21 School wide KPIs and monitoring of cases reported by HRPs	August 2021	Managers			P6.9
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No further actions identified The School will consider all flexible working requests in a fair and consistent way. Managers are encouraged to be open to the prospect of flexible arrangements and both parties should be creative in thinking about ways in which flexibility can be achieved without a negative impact upon the work of the individual or the wider team. More information is available here: <a href="https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/fleWorPolPro.pdf">https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/fleWorPolPro.pdf</a>	Requests monitored by HR Policy team centrally and reviewed annually	n/a	Managers			New
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	No further actions identified The Research and Policy Staff Committee has been established to provide research staff, PIs and staff involved in supporting research staff and their managers with an opportunity to contribute to policy development. Research and Policy Staff Committee Membership is available here:	n/a	n/a	Managers			New
<b>Researchers must:</b>								
ECR1	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	No further actions identified	n/a	n/a	Researchers			New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	No further actions identified	n/a	n/a	Researchers			P5.3
ECR3	Take positive action towards maintaining their wellbeing and mental health	No further actions identified	n/a	n/a	Researchers			New
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	No further actions identified	n/a	n/a	Researchers			P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	No further actions identified	n/a	n/a	Researchers			P3.13
<b>Employment</b>								
<b>Institutions must:</b>								
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	No further actions identified Recruitment policies and data are regularly reviewed by the School and any proposals are taken to the School's Appointments Committee for approval.	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	n/a	n/a			P1.2 P6.2 P6.7

E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	<p><i>No further actions identified</i></p> <p>We have a monthly School-wide induction session which new research staff are invited to (Flying Start) and the programme has been reviewed to be based around the School's values.</p> <p>Local induction practices also take place across the School.</p> <p>Researchers are invited to Town Hall meetings for all staff, led by the Director and the School Management Committee.</p>	Attendance at Induction is monitored to ensure that a high percentage of new starters are picked up. The OL Survey identifies what % of respondents have been inducted effectively	n/a	n/a			P3.6
E13	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	<p><i>No further actions identified</i></p> <p>Research staff are included in the School's contribution pay process (Academic Staff Reward Committee), more information is available here:  <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Committees-and-working-groups/Academic-Staff-Reward-Committee">https://info.lse.ac.uk/staff/divisions/Human-Resources/Committees-and-working-groups/Academic-Staff-Reward-Committee</a></p> <p>The New Research Staff Career (NRSC) has now provided clear promotion pathways for research staff through the Promotions Committee. The structure enables managers to submit cases ahead of upcoming Committee meetings, more information is available here:  <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Review-reward-and-promotion/Review-and-Promotion-of-Research-Staff">https://info.lse.ac.uk/staff/divisions/Human-Resources/Review-reward-and-promotion/Review-and-Promotion-of-Research-Staff</a></p>	Remuneration Committee, RPSC and Appointments Committee receive regular updates about promotions and contribution awards to ensure a balance, fairness and School wide coverage	n/a	n/a			P2.6 P6.3 P6.4 P6.7
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	<p><i>No further actions identified</i></p> <p>All Heads of Department are invited to attend the Heads of Department Induction at the start of the academic year and are provided with a handbook containing supporting information, more information is available here:  <a href="https://info.lse.ac.uk/staff/divisions/Eden-Centre/Eden-events-and-programmes/Inductions-for-academics-and-GTAs-at-LSE">https://info.lse.ac.uk/staff/divisions/Eden-Centre/Eden-events-and-programmes/Inductions-for-academics-and-GTAs-at-LSE</a></p> <p>Centre Directors meet on a termly basis at the School's Research Centre Directors' Forum</p>	The HOD/Centre Directors handbook is updated annually. All new HODS not only attend an Induction but are also invited to attend the School's Leadership Development Programme and take a module on Managing Projects	n/a	n/a			P2.3
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	<p><i>No further actions identified</i></p> <p>The School has in place Career Development Reviews, Mentoring, Contribution Pay and Promotions processes which are reviewed annually by relevant School Committees to ensure the processes are fair and transparent.</p>	As E13	n/a	n/a			P2.6 P6.3 P6.4
E16	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	<p>Research staff are included in the School's Redeployment Process. A bridging fund is also available for research staff and has been updated in Summer Term 2020. Further information on the number of applications will be available in summer 2021</p> <p><b>ACTION</b>  <b>6. Bridging Funds:</b>          Share information on the number of bridging fund applications with RPSC on an annual basis</p>	Provide the RPSC with an annual update on bridging fund. RPSC will make recommendations where required.	Every summer term	Research & Innovation Division Pro Director Research VCAC Research and Policy Staff Committee			P1.3 P2.1 P2.2

		<p>The Staff Survey in 2019 showed that 44% of staff said they felt their job was secure. This is an increase of 16% since the Staff Survey in 2015 where only 28% of staff felt their job was secure; further data will be available through the next staff survey in 2021-22 (TBC).</p> <p>The RPSC also receives data sets regarding turnover, reasons for leaving to better understand the impact on researchers on fixed term contracts.</p> <p>The School has also taken remedial action to protect researchers during the Covid-19 pandemic where funders stop or delay payments.</p> <p><b>ACTION</b> <b>19. Job security:</b> (a) 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 (action #6), training research staff, improving CDRs and mentoring, and sharing best practice and job opportunities (action #26).</p> <p>(b) To evaluate (through the annual research staff survey) awareness amongst research staff of appropriate job opportunities within the School</p>	<p>Increase in % of staff who feel their job is secure through relevant survey questions.</p> <p>An increase of at least 75% awareness amongst staff of where to seek job opportunities (captured through relevant survey questions)</p>	August 2022	<p>Pro Director Research Director of Human Resources Research &amp; Innovation Division Head of Organisational Learning (Human Resources Division)</p>			
E17	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	<p><b>ACTION</b> <b>36. Athena Swan:</b> To ensure that the Athena Swan action plan addresses areas identified by research staff through the Staff Survey</p>	Undertake an exercise to correlate the Concordat Action Plan and the Athena Swan Action plan to ensure research staff, with regards to recruitment and people management procedures are operated in a fair and transparent way.	August 2022	<p>EDI Steering Group Human Resources Division Research and Policy Staff Committee</p>			P3.13
<b>Funders must:</b>								
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	<i>No further actions identified</i>	n/a	n/a	n/a			P2.4
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	<i>No further actions identified</i>	n/a	n/a	n/a			New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	<i>No further actions identified</i>	n/a	n/a	n/a			P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	<i>No further actions identified</i>	n/a	n/a	n/a			New
<b>Managers of researchers must:</b>								
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	<i>We are exploring implementation of a new programme for all Managers of Researchers to undergo as part of the beginning of a project. This will outline what is expected of the Managers and what is expected of the researcher</i>	n/a	n/a	n/a			P2.3
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	<i>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</i>	n/a	n/a	n/a			P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	<i>Recruitment and promotion process are overseen by the VCAC and relevant Committees to ensure a fair, inclusive and equitable process. Reward processes are also overseen by the Pro Director Faculty Development</i>	n/a	n/a	n/a			P6.3
EM4	Actively engage in regular constructive performance management with their researchers	<i>Managers are represented on relevant policy development bodies such as the RPSC</i>	n/a	n/a	n/a			P2.3
EM5	Engage with opportunities to contribute to relevant policy development within their institution	<i>Managers are represented on relevant policy development bodies such as the RPSC</i>	n/a	n/a	n/a			New
<b>Researchers must:</b>								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	<i>No further actions identified</i>	Regularly monitored by the VCAC and Pro-Director Research	n/a	n/a			New
ER2	Understand their reporting obligations and responsibilities	<i>No further actions identified</i>	n/a	n/a	n/a			New
ER3	Positively engage with performance management discussions and reviews with their managers	<i>No further actions identified</i>	All CDRs are reviewed by the VCAC and the Pro-Director Faculty Development to ensure positive engagement	n/a	n/a			P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	<i>No further actions identified</i>	Supported by the School and Research Staff Association actively engaging with Research Staff	n/a	n/a			P5.2
<b>Professional and Career Development</b>								
<b>Institutions must:</b>								

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	<p><b>ACTION</b></p> <p><b>41. Career Development</b> Develop clear communications about how researchers may wish to access up to 10 days of professional development per year - including access to core programmes and specific researcher orientated training.</p> <p><b>ACTION</b></p> <p><b>42. Career Development</b> Remind PIs and researchers at the beginning of each academic year that the School expects researchers to engage in a minimum of 10 days professional development pro rata per year.</p>	20% increase in attendance at relevant development sessions	August 2021	Head of Organisational Learning (Human Resources Division)			P3.1 P3.3 P5.5
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	<p><b>Career Development Reviews</b> Additional support is available for reviewers - the HR Organisational Learning team can provide reviewers with one to one support prior to holding Career Development Review meetings</p> <p>Heads of Department are also provided with guidance on undertaking CDR meetings - this takes place via the HODs induction process</p> <p><b>Mentoring:</b> Staff who wish to mentor another member of staff in within the School are also provided with training.</p> <p><b>ACTION</b></p> <p><b>2. Mentoring:</b> Encouraging take up of sessions for new mentors</p>	- To ensure that at least 75% of places are filled - To achieve a 85% satisfaction level of good or excellent for the session	August 2022	Head of Organisational Learning (Human Resources Division)  Director of Eden Centre			P3.10
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	<p>Research staff have Career Development Reviews in place as well as mentoring. Further information is available here:</p> <p><b>CDRs:</b> <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Review-reward-and-promotion/Career-Development-Review">https://info.lse.ac.uk/staff/divisions/Human-Resources/Review-reward-and-promotion/Career-Development-Review</a></p> <p><b>Mentoring:</b> <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Review-reward-and-promotion/Mentoring">https://info.lse.ac.uk/staff/divisions/Human-Resources/Review-reward-and-promotion/Mentoring</a></p> <p>Research staff also have access to a specialist careers adviser who can undertake one to one sessions for any specific advice that might be required. More information is available here: <a href="https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff">https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff</a></p>						P3.1
		<p><b>ACTION</b></p> <p><b>44. Mentoring</b> Ensure that 75% of research staff who have been mentored via the formal Mentoring process to be satisfied with it</p>	75% of research staff who have been mentored via the formal Mentoring process to be satisfied with it	August 2022	VCAC  Head of Organisational Learning (Human Resources Division)		In OL survey - look at awareness VS use VS satisfaction	
		<p><b>ACTION</b></p> <p><b>45. Mentoring</b> Ensure that 75% of research staff who have had a CDR to be satisfied with it</p>	75% of research staff who have had a CDR to be satisfied with it	August 2022	VCAC  Head of Organisational Learning (Human Resources Division)			
		<p><b>ACTION</b></p> <p><b>46. Career Development:</b> Ensure that Vitae Researcher Development Framework (RDF) as an individual training plan is in use, with guidance on how it can be used by research staff.</p>	Guidance for use of RDF is available on dedicated web pages for research staff. Next steps are:  - To achieve a 85% satisfaction level of good or excellent for the plan, captured through relevant surveys	August 2022	Head of Organisational Learning (Human Resources Division)			
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	<p><b>ACTION</b></p> <p><b>40. Career Development</b> Introduce skills development sessions for NRSC staff on making applications for higher grant values commensurate with the recently created career track</p>	Ensuring at least 75% of places are filled	August 2022	Head of Organisational Learning (Human Resources Division) Director of Eden Centre Director of Research & Innovation Division Centre Directors/Centre Managers			P3.11 P3.14
		<p><b>ACTION</b></p> <p><b>35. Supporting female early career researchers</b> To develop a learning and development programme to support female early career researchers</p>	100% take up of places available on the programme  85% satisfaction level of good or excellent for the session	August 2022	Head of Organisational Learning (Human Resources Division)			
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	<p><b>ACTION</b></p> <p><b>16. Career Development:</b> Review the skills training provided to Researchers in light of the growing Education Career Track (ECT) type roles in the School (and the higher education sector) taking cognizance of the RDF framework developed by Vitae where appropriate.</p>	The review has been completed. Next steps are: - 2020-21 and 2021-22 Research Staff training programme reflects the outcome of the review	August 2021  August 2022	Head of Organisational Learning (Human Resources Division)  Director of Human Resources		Ongoing basis - review happens every year	P3.2 P3.4

		<b>ACTION</b> <b>22. Career Development:</b> Explore use of the developing Academic Professional Standard and the Apprenticeship levy.	A report with recommendations on the use of Apprenticeships to support Research development	December 2021	Head of Organisational Learning (Human Resources Division)			
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	<i>No further actions identified</i>  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.	Monitored by Annual Organisational Learning staff survey results reported to RPSC	n/a	n/a			New
<b>Funders must:</b>								
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	<i>No further actions identified</i>	n/a	n/a	n/a			P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	<i>No further actions identified</i>	n/a	n/a	n/a			New
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	<i>No further actions identified</i>	n/a	n/a	n/a			New
<b>Managers of researchers must:</b>								
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	<i>No further actions identified</i>	Completion rates monitored by HR, all CDRs reviewed by VCAC and Pro Director Faculty Development	n/a	n/a			P2.3
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	<i>No further actions identified</i>	Numbers of allocated mentors monitored on an annual basis	n/a	n/a			P3.4 P3.8 P5.5
PCDM3	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	<i>No further actions identified</i>	All Researchers are allocated 10 days pro rata for their development	n/a	n/a			New
PCDM4	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	<i>No further actions identified</i>	As part of the CDR process, opportunities for development are identified these are then reviewed by HR. The OL annual survey also identifies development opportunities	n/a	n/a			P3.6 P3.9 P5.5
PCDM5	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	<i>No further actions identified</i>	All Researchers are allocated 10 days pro rata for their development	n/a	n/a			New
<b>Researchers must:</b>								
PCDR1	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	<i>No further actions identified</i>  LSE Careers Service has a dedicated Careers Consultant to support researchers taking this action, more information is available here: <a href="https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff">https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff</a>	Completion rates monitored by HR, all CDRs reviewed by VCAC and Pro Director Faculty Development	n/a	n/a			P5.5
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	<i>No further actions identified</i>  LSE Careers Service has a dedicated Careers Consultant to support researchers taking this action, more information is available here: <a href="https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff">https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff</a>	LSE Careers monitor uptake and regularly market opportunities	n/a	n/a			P3.8
PCDR3	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	<i>No further actions identified</i>		n/a	n/a			P5.5
PCDR4	Positively engage in career development reviews with their managers	<i>No further actions identified</i>	Completion rates monitored by HR, all CDRs reviewed by VCAC and Pro Director Faculty Development	n/a	n/a			P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	<i>No further actions identified</i>  LSE Careers Service has a dedicated Careers Consultant to support researchers taking this action, more information is available here: <a href="https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff">https://info.lse.ac.uk/current-students/careers/PhD-and-Research-staff/phd-students-research-staff</a>	LSE Careers monitor uptake and regularly market opportunities	n/a	n/a			P5.5
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	<i>No further actions identified</i>	n/a	n/a	n/a			P5.2

\* The 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 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.