Staff Survey Action Plan 2016-2018

The core activities set out in this plan are expected to be delivered across the 2016-17 and 2017-18 academic years, with efforts significantly frontloading in the first year.

The functional lead(s) for each individual action is detailed below, as well as the overall SMC leads for each thematic area.

The Staff Survey Steering Group will monitor progress against each theme on a termly basis, with updates captured on the tabs that follow and shared each term with staff.

More detail about each specific item and the individual timescales attached will be added to the Staff Survey webpages at the beginning of Michaelmas Term 2016.

Theme 1: Leadership

Objective: Initiate a major programme to transform leadership at the School so that LSE is recognised within 5 years as one of the best-led universities in the UK

Success Indicators: Increased confidence in the School's leadership team; clear and consistent messages from the School's leaders; managers across the School feeling empowered to act as a leader; change managed positively within the School

Lead responsibility: Director of LSE and Director of Human Resources

Key Action	Lead
Periodic 360 degree appraisals for Senior Leadership Team (SLT)	Head of Organisational Learning (OL)
Mandatory leadership training for all SLT members, Heads of Department and Service Leaders (where they haven't already)	Head of OL
Continued investment in Leadership Development Programme and Introduction to Leadership programmes;	Head of OL/COO/CFO
Develop and publish a leadership communication plan	Director of Communications
Develop a Talent Management tool to identify and develop future leaders	Head of OL

Theme 2: Communication

Objective: Ensure that all staff feel well informed, consulted, have the opportunity to play an active role as a School citizen and feel connected to the messages conveyed by senior leaders

Success Indicators: All staff are able to be 'reached' via Internal Communication channels; consultation is embedded in relevant decision making processes; staff have multiple opportunities to have a voice, which many staff take up; staff find the internal webpages intuitive, informative and relevant; decisions are clearly communicated across the School

Lead responsibility: COO and Director of Communications

Key Action	Lead
Setting up of improved digital platforms (web, social media, mobile) and associated strategies to better drive content to the School community	Director of Communications
Increase visibility of SMC among all members of the School community	Senior Executive Officer to Director/ Head of Internal Communications
Ensure existing internal communications channels are developed for maximum effectiveness (newsletter, town halls etc) and new ones are identified where appropriate	Head of Internal Communications
Increase visibility and transparency of decisions and processes of SMC, Council and Academic Board	Director of Communications/Director of LSE

Theme 3: Recognising and celebrating success

Objective: Provide multiple opportunities and increased flexibilities for individual and collective successes to be recognised, rewarded and celebrated

Success Indicators: Ability to immediately recognise and reward success devolved to the line manager; more areas of the School celebrating local successes; good practice and successful innovations showcased and shared

Lead responsibility: COO and Director of Human Resources

Key Action	Lead
Expansion of the PSS VIP awards	Head of OL
increase resourcing for local and School wide celebrations of success	Director of HR/COO/CFO
Introduction of long service awards	Director of HR/COO/Head of OL
Review of the Contribution Pay schemes and criteria for all groups of staff, including opportunities for increased collective rewards	Director of HR

Theme 4: Professional Services Staff Career Development

Objective: Provide a PSS career development framework through which internal mobility is increased to include empowering staff to avail themselves of internal learning and/or development opportunities

Success Indicators: Increased number of posts advertised for internal secondment only; rise in numbers of staff undertaking secondments/acting up opportunities/additional responsibilities; higher rate of internal promotion; staff provided with an enhanced range of career development tool to take control of own career pathway

Lead responsibility: COO and Director of Human Resources

Key Action	Lead
Renewed suite of policies, support and guidance around: secondments, job shadowing and mentoring	Head of OL and Head of Employee Relations
Review of PSS recruitment policy to enable more internal opportunities	Head of Employee Relations
improved range of career development workshops, including in the summer vacation period	Head of OL
Review of PSS Career Development Review scheme (CDRs)	Head of OL

Theme 5: Improve Work-Life Balance

Objective: Develop a culture supported by good wellbeing practices where all staff groups are able to balance work time with outside and personal commitments

Success Indicators: Flexible working is the norm, not the exception; email culture outside of normal working hours reduced; staff report feeling that their work-life balance meets their needs and that there is opportunity to take advantage of social and wellbeing events on campus if they so chose

Lead responsibility: COO and Director of HR; Directors of PS Divisions, Departments, Centres and Institutes

Key Action	Lead
Introduce flexible working and guidance for all staff groups and ensure that costs of required support are accounted for e.g. laptops and mobiles	Head of Employee Relations and IMT
Encourage local areas to agree own approaches to the out of hours email culture	COO & Directors of PS Divisions, Departments, Centres and Institutes
Increase wellbeing activities and support on campus for staff, including stress management	Head of Employee Relations
Published calendar of staff clubs, societies, classes and social events	Head of Internal Communications

Theme 6: Behaviours

Objective: Embed clear behavioural and ethical frameworks in School processes that ensure all staff are accountable to a shared set of values and behaviours

Success Indicators: Staff are clear on what constitutes acceptable, collegiate behaviour and what does not; when unacceptable behaviour occurs, staff feel empowered to challenge this and have the confidence to have the occurrence dealt with through either informal or formal channels

Lead responsibility: Director of LSE and Director of HR

Key Action	Lead
Embed the Effective Behaviours Framework and Ethics Code for all staff	Head of OL and Ethics Manager
Bullying and Harassment online reporting tool supported and embedded	EDI Taskforce
Ensure all senior leaders, managers and those who recruit new staff receive unconscious bias training;	Head of OL
Athena Swan, Stonewall and Race Equality Charter Mark recognition pursued and achieved	Director of LSE/EDI Taskforce/Director of HR

Theme 7: Collaboration and relationships

Objective: Maximise opportunities for staff across structural, professional and/or academic boundaries to build relationships through work and social activities

Success Indicators: Less of a reported divide between academic and professional services colleagues; less silo-ed professional service divisions; good practice shared and innovation championed; a visible increase in joint working on projects

Lead responsibility: COO and Director of HR; Directors of PS Divisions, Departments, Centres and Institutes

Key Action	Lead
Review induction processes to reduce silo-ed approach to different staff groups	Head of OL
Introduce joint briefings for all staff groups on issues affecting the School	Head of Internal Communications
Create opportunities for mixed groups of staff to meet F2F professionally (e.g. making creative use of shared campus spaces, ensuring membership of the 'Senior Common Room' is accessible to all)	COO
Encourage Departments to include departmental PS staff in social and departmental-related projects (e.g. teaching reviews)	Pro-Director (Faculty Development) and COO

Theme 8: EQUITY, DIVERSION AND INCLUSION

Objective: Progress EDI work across the School, moving us from compliance through to lasting cultural change that champions diversity and fosters inclusion and participation for all staff groups and individuals*

Success Indicators: Thriving network groups for a wider range of protected characteristics; meaningful equality analyses carried out as a matter of course on policies, practices and new initiatives; increased level of disclosure of protected characteristics; more staff reporting in the staff survey that they can 'be themselves' at work

Lead responsibility: Director of LSE and EDI Unit

Key Action	Lead
Improve campus accessibility for those with physical disabilities	Director of Estates
Provide financial support to staff network groups	EDI Unit/CFO
Review and develop online and offline learning and development modules	EDI Unit/Head of OL
Produce and communicate briefings for staff on how to best serve the needs of staff and students with particular protected characteristics	EDI Unit
Address equity issues in pay	COO and Pro-Director (Faculty Development)
Roll out Equality Analysis as part of policy development and review process within the School	EDI Unit

NB - the EDI Taskforce will continue to operate during 2016/17 and many of the actions under this item cross relate to the ongoing work of the Taskforce and overlap with the more comprehensive Taskforce action plans