

**Office Holders Group (OHG) Review Report 2015-16**

**Final Report, 20 March 2016**

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# Introduction

The Office Holders Group (OHG) decided to hold a review of Office Holder (OH) roles in the academic year 2015-16. The aims of this review are as follows:

* Decide whether some OH posts should be excluded from OHG responsibility
* Advise Academic Board on the list of Academic Offices that should fall under OHG responsibility.
* Recommend possible changes in compensation for OHs
* Decide whether compensation should be given to Deputies of OHs
* Consider the relationship between OHs and Professional Service Staff who service committees and how post-holders are acknowledged by the School, e.g. how the contribution to citizenship is treated and relations between PSS and OHs.

The 2015-16 OHG Review benefitted from access to information about OH roles and Role Profiles agreed with the VCAB in 2014-15, information provided by Human Resources on the overall costs of OH compensation, and the results of a survey of OHs in MT 2015 soliciting OHs’ views of the length of their terms, demands on their time, and how such roles are regarded by the School. The OHG received an updated list of 2015-16 OHs, their terms of appointment, and compensation. The requests for changes in compensation received by the Provost since July 2015 were also taken into account as were comments received from senior management who rely on OHs to perform essential School functions to the effect that consideration should be given to the levels of compensation rewarded to OHs in order to attract candidates to the roles.

# Background

The Draft Scheme of Delegation of Authority prepared for Council in December 2015 reports 29 roles in the School that are classified as ‘academic offices’. The list of Academic OHs held by Human Resources reports 25 such roles, with three more under consideration, two of which are institute directors. The Terms of Reference of the Office Holders Group (OHG) include Heads of Department roles under OHG responsibility, increasing the number of roles by 23. There clearly is a need to establish criteria for the inclusion or exclusion of roles that should fall under the responsibility of the OHG. The appointment of Academic Office Holders (OH) is the responsibility of the Academic Nominations Committee (ANC) which acts under the authority delegated to it by the Academic Board. The appointment of Heads of Department is the responsibility of the Director. The emoluments of Academic OHs are the responsibility of the Remuneration Committee of Council.

The OHG was established initially to advise the Director on remuneration and associated compensation for Academic OHs and to make recommendations to the Remuneration Committee (see terms of reference in Annex 1). According to the Draft Scheme of Delegation, the OHG is regarded as the body that performs the function of recommending the emoluments of OHs to the Remuneration Committee, though it must consult with the Director.

OH compensation and roles have changed over time. Compensation includes varying combinations of honoraria, MSLs compensating departments for the time OHs require to undertake their roles and sabbatical leave entitlement. The existing arrangements have been in place since 2008 although some changes have been made for specific roles.

## Previous OHG Review 2014-15

OH roles were reviewed in 2014-15 to decide on the appropriateness of rewards for post holders and concluded that:

a) roles under 0.5 FTE would **not** attract MSL compensation in the future (with a view toward increasing the honorarium in compensation for the elimination of MSLs), and

b) depending on the duties associated with their role, OHs should receive a combination of honoraria and enhanced sabbatical leave, and departments should receive compensation for replacement teaching.

The Review found that rewards were not standardised and said that additional information and work were needed. In ST 2015 several requests were received for changes in the compensation for specific OH roles. A number of OHs suggested that they would step down before their term was completed if changes were not introduced. There was no acceptance of the decision to remove MSL compensation for new post-holders with roles under 0.5 FTE (though it may be that it was not understood that this would have been accompanied by an increase in the honorarium). The OHG decided to suspend the March 2015 review decisions pending the outcome of a further review of OH roles and rewards in 2015-16. This report is the result of that review.

# Results of the Office Holder Survey MT 2015

The results of the survey of OHs in MT 2015 (21 respondents who held posts in 2014-15, 95% response rate) confirmed a widespread view that the demands of at least some OH roles are believed to exceed the compensation provided. The results also indicated that:

* The overwhelming majority of OHs regard the length of term of office as generally sufficient, with a few suggesting three year terms are too short to become familiar with a role and implement changes as needed; 60% had sought to extend their term (standard practice is to offer a second term based upon satisfactory performance).
* The time committed to roles varied enormously suggesting a need to consider posts in detail to ensure fairness. Some 86% of OHs indicated that their duties extended beyond term time and many reported that they spend more time than they are committed to by the role profile.
* All were aware that they received honoraria, but some were unaware of what they receive as honoraria or of an MSL transfer to their departments.
* Some felt that compensation was incommensurate with their expertise, experience and commitment to their position or that compensation for similar, but less demanding, posts demonstrated inequity in the School’s treatment of OH roles as compared to other roles performed in the School.
* Suggestions for encouraging colleagues to take up posts included recognising contributions through increased honoraria or ‘teaching buy out’, extra sabbatical leave or extra personal research funds (MSL transfers are to departments to compensate to time take from teaching or adviser responsibilities of OHs).
* A third of respondents noted that OH positions appear to be of little value for career progression and are not sufficiently recognised as a component of School citizenship or in the promotion process. In cases where a role does not attract compensation or only a small amount, the contribution should receive more School-wide acknowledgement in promotions decisions and assessments of career progression. Comparisons were drawn with North American Universities where similar positions were said to be regarded as outstanding contributions to governance.
* Some reported that departments do not adequately recognise their contributions.
* The majority of respondents indicated that some form of compensation is crucial in attracting individuals to apply for these positions, noting that “good will is easily exploited and can create gender inequality”. Some felt there “are no tangible benefits in taking such positions”, and monetary compensation is therefore vital.
* The majority (80%) indicated that they were well-supported by professional services staff, though the need for better training, longer handover periods, and financial resources was noted.

The survey results indicate that current OHs believe there is a need for improved recognition and appreciation of OHs; that removing compensation might fail to attract appropriate outward-facing post holders, and that department level roles are perceived as being poorly compensated as compared to School-wide roles. Concern was also expressed by several respondents about the gender implications of expecting OHs to negotiate terms of teaching reductions with Heads of Department sufficient to enable them to carry out their roles, while maintaining their other responsibilities. The results also contained many comments indicating that OHs enjoy their roles and the contributions they are making to the School. It also demonstrated appreciation for the work done by Professional Service Staff to support OH roles in many cases.

The results indicate that there is a lack of clarity at least among OHs in 2014-15 (and some who continue to hold office in 2015/15) regarding what citizenship involves at the department and School-wide levels and a wide range of views about how roles of various kinds should be acknowledged. In effect, departments are compensated for roles undertaken by academics in their departments. When roles are performed at a School-wide level, there are concerns about equity in compensation and recognition, but an additional issue is how many OH roles it is reasonable for a single department to host and whether this should be a decision for Academic Board or the OHG, Heads of Department, or the Director’s senior management team.

# Citizenship and Office Holder Roles

The survey results in section 3 provided the context for the OHG Review. Important questions are whether there should be a common approach to the inclusion of OH roles under OHG responsibility and whether there should be a uniform approach to compensation.

An effort was made to compare LSE OH roles with similar functions at other Russell Group universities. In other universities these posts appear to be held by Deans or, in the case of Imperial College, by ‘Campus’ Directors. Within faculties and departments, it seems there is a wide variety of arrangements for payment for work of this kind. Oxford University is undertaking a project to establish guidelines for how they should remunerate administrative roles conducted by academics (for example, the Director of Graduate Studies), but these roles are departmentally based, rather than institution-wide. UCL does not have like for like comparators for LSE OH roles and over time has moved away from offering additional honoraria for those undertaking these kinds of duties. Instead, UCL tries to emphasise that enabling duties are recognised in senior academic promotions and professorial re-banding processes. The expectation is that undertaking duties such as these will be rewarded via those processes, as part of overall performance assessment. It is difficult to provide reliable comparative figures since the salaries of academics who hold these roles are connected to their performance in all areas, rather than to a specific duty.

## Citizenship expectations at LSE

The survey results suggest that at LSE, views about OH compensation are closely related to the post-holders’ notions of citizenship. Numerous roles in the School are performed on a voluntary basis in line with expectations for good citizenship and it is sometimes argued that certain voluntary roles performed by academic colleagues involve demands on their time similar to those on the OH list, yet they do not attract compensation.

There are many kinds of roles that are not compensated through the OH arrangements, but which are regarded as School citizenship contributions expected of all academic and research staff. These expectations are set out in academic and research staff Role Profiles, e.g. all academic and research staff have an obligation to foster departmental collegiality and to fulfil individual responsibilities as set out by the Head of Department and/or other senior colleagues. Citizenship contributions may be undertaken at the department level, but they may also involve and/or benefit those beyond a given department. The assessment of good citizenship also may take the form of contributions beyond the School.[[1]](#footnote-1)

At the department level, any compensation for taking on roles such Director of Graduate Studies, sub-Exam Board Chair, and numerous other roles may result in teaching or marking reductions and this is a matter for Heads of Department. Posts related to summer school teaching including executive summer school courses are compensated by income generated by ancillary activities and the bodies in the School that have evolved to oversee them. This compensation is split between individual colleagues, host departments and the School. For this reason, these roles should not be included in the Academic Board list of offices.

Some universities, e.g. LBS, Cambridge, and UCL, have formal definitions of academic staff citizenship contributions which they set out in varying levels of detail and some universities employ a points based system to account for these contributions.

## A Values-based understanding of citizenship

The OHG’s view is that the arrangements for compensation and recognition of the work of OHs at the LSE should be guided by a definition of what good citizenship implies, but this definition should be open-ended and values based. It should not include a list at a granular level of activities or functions. A points based system to reward citizenship or service was regarded as putting the ethos of good citizenship in the School at risk. Good citizenship can be understood as follows:

Members of academic staff are expected to undertake administrative tasks that are assigned by the Head of Department and to participate in the governance of the School. Members of academic staff are expected to work in ways that enhance the LSE’s reputation, to adhere to the School’s values and be aware of, and contribute to, the School’s Strategy. Academic staff should seek to engage in activities that make an active contribution to an inclusive community in which diversity is embraced and celebrated. This may involve engagement with colleagues and accepting delegated responsibility; co-operation with legitimate requests; fostering good working relationships with colleagues and others; fulfilling commitments; adhering to the School’s harassment and bullying policies; respecting colleagues at all levels and maintaining confidentiality as appropriate. Good citizenship implies being generous with help and support for others and collaborating in matters relating to research, education, and knowledge exchange and impact by working for the benefit of a department and the School as a whole.

The OHG acknowledged that questions about which roles should be regarded as ‘academic office holder’ roles involve judgements and that an element of ambiguity is inevitable. For some the question is related to the point at which a line crossed such that a School-wide role is deemed to be beyond the ‘normal’ citizenship or service expectation and therefore to require an additional incentive through OH compensation to take on the role. For others, the distinction is between citizenship that directly benefits departments, or individuals, and School-based roles that place additional costs on departments because they take a disproportionate amount of time that would otherwise be available from department faculty. The School requires some School-wide roles to be performed to ensure its effective functioning and this means that costs are imposed upon departments. In some cases, incentives are necessary to attract relevant staff to particular roles. Good citizenship should be a legitimate expectation of all academic staff, but contributing as a result of holding a particular office is one of many possible ways in which this expectation can be fulfilled.

Recommendation : The OHG endorses the paragraph on citizenship and recommends that it be considered by the Council Group on Department Governance. The OHG also recommends that attention be given to ensuring that the support provided to OHs by Professional Service Staff is acknowledged.

## Acknowledging good citizenship

In line with current practice, and in view of the discussion in this section, OH work should be acknowledged as a contribution to School citizenship and it should count positively in promotion decisions alongside other types of citizenship. OH contributions should be acknowledged in the annual performance review (APR) process (and Career Development Review (CDR) process) insofar as they should inform the assessment of academic performance.

Heads of Department are not always aware of the contributions by OHs from their departments. Those to whom OHs are accountable should report how the OH has carried out his/her responsibilities to their Heads of Department. Those to whom OH are directly accountable should be indicated in their letters of appointment with a copy provided to the Head of Department.

Heads of Department need to be informed about the time OHs require to fulfil their roles. This is crucial to enable the OH to have an informed discussion with the Head of Department about teaching or marking reductions. OHs should maintain a record of the volume of their work so that changes in the volume can be reviewed by the OHG. In addition, there should be a means of ensuring that any assessments of the performance of OHs by those to whom they are accountable is made available at the end of their term to their Head of Department and to the OHG.

Recommendation : Heads of Departments should inform themselves about the contributions by OH members of their departments. Human Resources should send the role profile to the Head of Department who should ensure that the impact on OH teaching and marking loads is discussed and how an OH’s other obligations will be affected. A Head of Department should have the right to decline to allow a member of their academic staff to accept a role.

Recommendation : OHs should be encouraged to maintain a record of the volume of work they undertake. HR will need to consider the format these records should take and introduce a system of regularly collecting the information.

Recommendation : Promotions Committee guidelines should be revised to more explicitly acknowledge that OH roles count towards demonstrating citizenship in review and promotion cases.

Recommendation : Human Resources should ask those accountable for OH performance to provide an assessment of OHs’ performance at the end of their terms to the Head of Department and the OHG.

## Rewarding citizenship and other contributions

In addition, with respect to compensation for contributions to school citizenship, at present, the Academic Staff Reward Committee (ASRC) guidance states that:

“ASRC would not normally expect to be asked to consider recommendations based primarily on academic office-holding, on the basis that this aspect of School service is remunerated separately at a level appropriate to the responsibilities of each individual office.”

OHs are eligible for contribution pay awards on the basis of their other contributions (e.g. research, teaching or *other* citizenship/service contributions) and this practice should be confirmed. Thus, while OHs should not receive contribution pay specifically in relation to their OH role for which they are already compensated, they can be considered under the ASRC guidance above.

ASRC has for the most part in recent years also adopted an informal rule that Heads of Department are not eligible for contribution pay. This informal rule should be changed so that Heads of Department are eligible for contribution pay in a way that is aligned with the current practice for other OHs.

Recommendation : The existing ASRC guidance for contribution pay of OHs in the School should be confirmed.

**Recommendation 7:** Heads of Department should be eligible for contribution pay during their tenure such that - ASRC would not normally expect to be asked to consider recommendations based primarily on performance of the Head of Department role, on the basis that this aspect of School service is remunerated separately. They may be eligible on the basis of their other contributions (e.g. research, teaching or *other* citizenship/service contributions).

# Academic Office Holder Roles Included Within OHG Responsibility

There are currently no criteria for establishing whether a post is an ‘academic office holder’ role. A respondent to the OHG survey took the view that:

‘Onerous positions should be compensated, but there need to be ***transparent criteria*** by which to distinguish roles that may legitimately be performed as a component of one’s contract of employment from those that entail an element of additional commitment’.

The Director decides which roles and functions are delegated and Academic Board recognises those that should become the responsibility of the OHG. Explicit criteria for the inclusion of roles within the remit of the OHG are (with the exception of Heads of Department) that:

* The role is performed School-wide
* The role is held by academic or research staff
* Academic Board recognises the role as an academic leadership role
* The post-holder is appointed through the Academic Nominations Committee[[2]](#footnote-2)
* The role involves sufficient work to warrant compensation to an individual and a department (when the School-wide role imposes a significant cost on a department).
* The role is not associated with ancillary activities or summer school teaching

Recommendation : The criteria for inclusion of a role within the remit of the OHG should be adopted.

Citizenship duties in connection with School-wide senior management posts held by academics are regarded as a contractual obligation and form part of the appointment letter linked to job descriptions and these do not fall under the OHG’s responsibility.

Over the years various posts have emerged from proposals to the Academic Board (e.g. the Deans and Advisers); others have been recognised recently as OH roles by the OHG (e.g. Chair of the Financial Awards Panel; Chair of the Athletics Committee) and still others have been introduced by in a variety of other ways. The OHG should consider each new post that is proposed for inclusion under its remit and decide whether or not it should be included and what the compensation package should be.

Recommendation : Human Resources should conduct an annual review of its Office Holder list and provide updated information to the OHG indicating whether there have been requests for changes in compensation and whether there is a need to review a post.

Recommendation : New posts that are proposed and which meet the criteria for inclusion with in the remit of the OHG should be considered by the OHG to determine what kind of post it is, whether it should fall under OHG responsibility and, if it does, what the compensation package should be before any appointment is made. This may be done by email correspondence if necessary and a decision taken by Chair’s action or, if there is no consensus, an extra meeting may be arranged. Human Resources should flag the creation of a new post and call it to the attention of OHG.

# Existing Office Holder Reward Arrangements

The OHG examined the existing compensation of OHs and departments.

## Honoraria

Honoraria amounted to £147,380 in 2014-15 against a budget of £236,947.[[3]](#footnote-3) The estimated cost is £254,998 in 2015-16. This increase is partly attributable to the inclusion of additional posts.

## MSLs – Replacement Teaching

If MSLs are converted to their cash equivalent (1 MSL = £935) as a proxy for the actual cost of department compensation, the total cost in 2015-16 would be £483,545. The actual cost of replacement teaching in real terms will not be equal to the MSL cost because actual costs vary across the School. The Finance Division does not break out the amount spent for OH MSL transfers from the total replacement teaching budget which has a budget of £657,804 in 2015-16.

Combining Honoraria, research allowances and MSL Cash Equivalent proxies, the total cost of all OHs is estimated at £748,543 in 2015-16.[[4]](#footnote-4)

In 2015-16, OHs attracting 35 MSLs (or more) are in the following departments: Social Psychology,

Economics (3), Geography and Environment, International Relations, Law (2), Management, Media and Communications (2, Sociology and Social Policy.

It is a moot point whether the cost is a high or low number relative to payments for similar functions elsewhere, but large increases are unlikely to be welcomed by the School.

## Sabbatical Entitlement

Currently six OH roles attract double sabbatical entitlement and two attract triple entitlement.

## Length of Service

Excluding institute directors proposed for inclusion on the OH list and the unfilled Dean of Undergraduate Studies post, the average number of years contributed by a post holder is four years. Some have agreed to serve a second three-year term, one is serving for seven years, and for various reasons, there are appointments for two years and others for one year.

# Principles, Guidance and Categories for OH Compensation

The OHG agreed principles that should guide OH compensation and recommends that there should be a degree of flexibility in view of the different circumstances of post-holders and their departments. In the light of the variety of roles under the OHG’s responsibility, it is suggested that OH roles should be clustered into categories that are compensated in a broadly similar way.

## Principles and guidance for OH Compensation

The OHG discussed principles and guidelines that should inform changes in OH compensation and reward.

* A distinction should be made between managerial roles and roles that are seen as contributions to citizenship in the School, the latter being the responsibility of the OHG.[[5]](#footnote-5)
* Treatment of similar posts should be standardized within categories as far as possible, and OHG should not seek uniformity across all posts because of the great variety of roles.
* OH role profiles should state whether department MSL compensation is necessary to enable the post holder to carry out the required work (e.g. whether the work occurs in or outside term time) and the expected time commitment. This should be subject to revision from time to time by the OHG.
* For roles that attract enhanced sabbatical leave, this should only be awarded to OHs who are research active and should be decided on a case by case basis by the Provost. Human Resources will check with the Provost to confirm that the individual is deemed to be research active. When an individual is appointed, the sabbatical leave entitlement will be included in the letter of appointment subject to the applicant being deemed to be research active. The Head of Department of the role holder will also be consulted at the outset to agree that the individual is permitted to take on the role and with respect to the timing of any sabbatical leave entitlement.
* All OH appointments should be made by a Human Resources letter of appointment that specifies the compensation details and should not involve the reissuing of the normal salary conditions for the individual.

Recommendation : The principles and guidance outlined in section 7.1 should be adopted.

## OH Categories

Based on the OHG’s review of the available evidence, the following categories for compensation are recommended:

**Category 1** honorarium, does not require MSL compensation to departments for teaching replacement to do the job

**Category 2** honorarium and requires a MSL compensation to departments and enhanced sabbatical (double entitlement)

**Category 3** honorarium and requires a larger MSL compensation to departments and, normally, enhanced sabbatical (double entitlement)

**Category 4** honorarium, research allowance, an even larger MSL compensation to departments, and enhanced sabbatical (triple entitlement)

**Category 5:** these roles have been reviewed separately by the Pro-Director Teaching and Learning. A proposal (Feb. 2016) called for the replacement of the Dean of Undergraduate Studies (0.8 FTE) and the Dean of Postgraduate Studies (0.5 FTE) with a single role – Senior Adviser to Students with a minimum term of office of two years, accountable to the PDTL. A determination will be needed as to whether this 1.0 FTE role will be compensated from the OHG budget.

**Category 6** Roles predominantly associated with management – honorarium varies, and the need for MSL compensation to departments depends on how the demanding the role is deemed to be.

See Annex 2 for the roles included in each category.

Recommendation : The six categories differentiating between OH roles should be adopted.

# Changes in OHG Terms of Reference and OHG Responsibility

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This section suggests a change in the OHG terms of reference and recommends the removal of several roles from the responsibility of the OHG. The general principle should be that any new posts involving compensation other than an honorarium should be considered by the OHG. Where a proposed role does not qualify as a post under the OHG’s responsibility, such posts should be appointed through normal recruitment processes administered by Human Resources.

**OHG Term of Reference** 1.1 is to ‘To recommend to Remuneration Committee the appropriate level of honoraria, allowances and any associated compensation for Heads of Academic Departments and one Deputy Head per Department’. The remuneration and conditions of service are under review by the Council Group on Department Governance which reports in ST 2016. The OHG terms of reference should be revised:

Recommendation : ‘To recommend to Remuneration Committee the appropriate level of honoraria, allowances and any associated compensation for Heads of Academic Departments unless there are exceptional circumstances in which case the Director will establish such compensation subject to agreement by the Remuneration Committee. To recommend to Remuneration Committee the compensation to be available for one or more Deputy Heads of Department’

**Summer School-related posts**: Many of these are management positions for which rewards are considered by the ancillary programmes board that reports to the Finance Committee. The costs should not be paid from the OH budget.

Recommendation : Remove Convenor of Executive Summer School Programmes and Convenor of the Summer School from OHG list of roles, subject to any changes in remuneration being reported to OHG for information and consistency purposes.

**Senior Adviser to Students:** If the proposal for a 1.0 FTE Senior Adviser to Students is adopted, replacing the Deans of Undergraduate and Graduate Studies, consideration should be given to whether this new post remains on the OHG list. If this role becomes a professional salaried position in the School, this may influence where it is positioned.

Recommendation : Review reward for new Senior Adviser to Students at the time a new role is created and agreed. If the Senior Advisor to Students role is created and filled, eliminate the Adviser to Male Students (note this is at his own suggestion) and review the implications of the new Senior Adviser role for the workload of the Adviser to Women Students.

**Dean for the General Course**: This post should be rewarded on an income related basis by some proportion of the income generated by ancillary activities (General Course) since it is partly a pastoral and partly a management position.

Recommendation : Dean of the General Course should be retained on the OH list but charged to the General Course, subject to Finance Committee approval.

**Institute Directors**: Directors of institutes are appointed through the normal School process with their terms and conditions being set by the Director. While Directors of Institutes may perform some roles that are similar to those of Heads of Department, their overall responsibilities are markedly different. Issues concerning compensation should be referred to the Director. Institute director compensation is not included in the costs reported in this report.

Recommendation : The Director of the Institute for Global Affairs and Director of the Institute of Public Affairs should be removed from the OHG list since they are appointed by the Director according to established School processes.

**OH Role Profiles**: Role Profiles should be updated to indicate whether the choice is available to an Office Holder take the compensation as honorarium and/or research allowance (category 1), or honorarium and/or research allowance and/or compensation to departments for teaching reduction (Category 2). Indicate that such choices are subject to confirmation by Heads of Department.

Recommendation : Update role profiles, subject to approval by the Chair of the Academic Nominations Committee.

Roles excluded from OHG responsibility: Any posts excluded from OHG responsibility as a result of this review or future decisions will not be recruited by the Blue Circular process. In all such cases, the recruitment process must be transparent and in line with School procedures (and the specific requirements for advertising posts).

In summary, the posts excluded from OHG responsibility from 2016-17 are as follows:

Academic Director of LSE-PKU Summer School

Convenor of the Executive Summer Schools Programmes

Convenor of the Summer School

Academic Head of the Summer School and Executive Programmes.

Plus two posts not currently the responsibility of the OHG but which were under consideration:

Director, Institute of Global Affairs

Director, Institute of Public Affairs

**Recommendation 19:** Appointments to any role removed from the OHG list should be supported by Human Resources staff and be recruited through normal recruitment processes. The Director of the Confucius Institute for Business London should be transferred out of OHG if it is concluded that can be funded by the Confucius Institute.

# Changes in Compensation and Reward for OH Roles

In view of the changes outlined in the preceding sections, compensation for new post holders starting in 2016-17 are recommended as follows:

|  |  |  |
| --- | --- | --- |
| **Category 1** | 2015-16  £ | 2016-17  £ |
| Chair of the Repeat Teaching Panel | 5,300 | 8,000 |
| Chair of the Research Ethics Committee | 5,300 | 8,000 |
| Chair of the PhD Awards Panel | 5,323 | 5,600 |
| Chair of the Financial Awards Panel | 5,323 | 5,600 |
| Chair of Graduate School Board of Examiners | 14,444 | 8,000 |
| Chair of School Board of Examiners BA/BSc | 14,520 | 8,000 |
| Adviser to Male Students | 5,376 | 3,000 |
| Chair of the Athletics Committee | 0 | 0 |
| Total | £55,578 | £48,200 |

* The honorarium is increased to £8,000 for several roles in view of increasing demands on time. The honoraria for two roles are increased slightly reflecting the fact that they have not been increased since 2008.
* Two roles are decreased (Chair of Graduate School Board of Examiners and Chair of School Board of Examiners BA/BSc since they are charged with few meetings) because they are now included in category 1 which does not attract MSLs for a teaching reduction.
* The Adviser to Male Students role is decreased because the post holder reports he is called upon to do relatively little work (and the role may be phased out).
* No honorarium is introduced for the Chair of the Athletics Committee, although it is a post that should be on the OHG list because it is recruited via the Blue Circular process.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category 2** | Hon. | MSLs | Hon. | MSLs |
|  | £ |  | £ |  |
|  | 2015-16 | 2015-16 | 2016-17 | 2016-17 |
| Chair of Undergraduate Studies Sub-Committee | 5,300 | 14.41 | 6,500 | 14 |
| Chair of the Graduate Studies Sub-Committee | 5,300 | 14.41 | 6,500 | 20 |
| Advisor to Women Students | 5,600 | 9.78 | 6,500 | 14 |
| Total | 15,900 |  | 19,500 |  |

* The honorarium is increased slightly and the notional amount for teaching reduction is increased for all three posts.
* The Advisor to Women Students has carried a substantial case load in each year since the post was established as verified by the incumbent and two previous post holders. The role involves a commitment to working outside term time and being almost always "on call" which interferes with other responsibilities and commitments. The role holder is also asked to attend various committees and has a higher case load than the Advisor to Male Students. This is recognised by providing a notional contribution to teaching replacement.
* The Chair of the Graduate Studies Sub-Committee receives an increase reflecting the growth in the amount of work undertaken by this OH. **In view of the evidence of growth in responsibility for the Chair of the GSSC, exceptionally, the revised reward should take effect from 2016-17 for the incumbent post holder.**
* The Chair of the Undergraduate Studies Sub-Committee does not receive a similar increase because there are very few undergraduate plagiarism cases (none for the last three years) and the Chair deals only with exam misconduct cases. There have been 4 undergraduate misconduct cases over the past three years, all conducted by the USSC Chair.(data provided by M Johnson, 9 Feb 2016)..
* On the basis of the evidence there does not appear to be a case for providing an honorarium to the deputy chairs of the GSSC or USSC.
* In line with the two sub-committee posts, double sabbatical entitlement is introduced for the Advisor to Women Studies.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category 3** | Hon. | MSLs | Hon. | MSLs |
|  | £ |  | £ |  |
|  | 2015-16 | 2015-16 | 2016-17 | 2016-17 |
| Chair of Research Degrees Sub-Committee | 5,300 | 35 | 6,000 | 35 |
| Director of the PhD Academy | 12,000 | 35 | 12,000 | 35 |
| Chair of the ED&I Task Force | 12,000 | 35 | 12,000 | 35 |
| Total | 29,300 |  | 30,000 |  |

* The honorarium for Chair of Research Degrees Sub-Committee is increased somewhat to 50% of that for the other three roles.
* Double sabbatical entitlement is introduced for the Director of the PhD Academy.
* Double sabbatical entitlement is not introduced for the Chair of the ED&I Task Force since this is a short term role.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Category 4** | Hon. | Res. Allow. | MSLs | Hon. | Res. Allow. | MSLs |
|  | £ | |  | £ | |  |
|  | 2015-16 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | 2016-17 |
| Vice Chair of Academic Board | 12,000 | 5,000 | 51 | 12,000 | 5,000 | 51 |
| Vice Chair of the Appointments Committee | 12,000 | 5,000 | 51 | 12,000 | 5,000 | 51 |
| Total | 24,000 | 10,000 |  | 24,000 | 10,000 |  |

* No change is recommended.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category 5** | Hon. | MSLs | Hon. | MSLs |
|  | £ |  | £ |  |
|  | 2015-16 | 2015-16 | 2016-17 | 2016-17 |
| Dean of Undergraduate Studies | 12,750 | 70 | 12,000 | 35 |
| Dean of Graduate Studies | 12,750 | 70 | 12,000 | 35 |
| Total | 25,500 |  | 24,000 |  |

* If the new Senior Adviser to Students is introduced and the roles of Dean of Undergraduate Studies and Dean of Graduate Studies are combined, the OHG should consider whether MSL compensation to the department should be the same as Category 5 or greater.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category 6** | Hon. | MSLs | Hon. | MSLs |
|  | £ |  | £ |  |
|  | 2015-16 | 2015-16 | 2016-17 | 2016-17 |
| Director of Confucius Institute for Business London | 6,000 | 0 | 6,000 | 0 |
| LSE 100 Course Director | 15,000 | 35 | 15,000 | 35 |
| Academic Director of the MPA | 20,000 | 42 | 20,000 | 35 |
| Dean for the General Course | 12,000 | 35 | 12,000 | 35 |
| Total | 123,000 |  | 53,000 |  |

* The Director of Confucius Institute for Business is retained pending investigation of what budget line should support it if it is transferred from the OH budget.
* The Director of LSE 100 position will be reviewed as part of the establishment of the Academic Professional Development Division.
* The notional teaching compensation to a department is reduced for the Academic Director of the MPA to bring it into line with the maximum 35 MSLs received in this category. In addition, Human Resources will investigate whether the Academic Director of the MPA can be charged to the MPA and if so, the OHG will consider whether this post should remain under its responsibility.

Recommendation : Revise the rewards for new post holders from 2016-17 as indicated with one change to take effect for an incumbent post holder.

# Conclusion

OHG recommends changes in reward for OHs as outlined in this report assuming that MSLs continue to be the unit of account for compensation to departments when their staff take up OH roles. If a move is made to introduce cash budgets for departments, future consideration will need to be given to means of establishing a sustainable tariff/award for OH posts that cannot be undertaken without a teaching reduction for the post-holder.

The OHG acknowledges that establishing the reward that should accompany each OH role will continue to be a challenge in the School. This is partly a reflection of the fact that OHs have not been encouraged to maintain detailed accounts of the way they spend their time. It is also a reflection of the fact that many posts involve a varied mix of activities and responsibilities that change over the course of the academic year and, in some cases, occur outside term time.

These posts are enormously important for the functioning of the School and they underpin all of the School’s efforts to achieve excellence in teaching, the student experience, and research. In addition to recommending specific changes in OH compensation, OHG members want to acknowledge the valuable work of the School’s OHs and to ensure that recognition is better embedded in the School’s processes.

This report contains recommendations for ways in which recognition of these contributions can be more explicitly recognised as a form of good citizenship by ensuring that: a) OHs are encouraged to keep better records of the demands on their time so that the reward for this work can be more closely calibrated to the work involved, b) that Heads of Departments are aware of these contributions and able to assess the impact on academic staff who undertake these roles, and c) that OH performance assessments are fed into the academic staff review and promotion processes.

Annex 1 Term of Reference – Office Holders Group

*Status of Committee:* Advisory to the Director

**1.** **Terms of Reference**

1.1 To recommend to Remuneration Committee the appropriate level of honoraria, allowances and any associated compensation for Heads of Academic Departments and one Deputy Head per Department.

1.2 To determine remuneration arrangements and associated compensation for other substantive academic offices as are listed in the attached Appendix.

1.3 To determine remuneration arrangements and associated compensation for such other academic offices and roles as shall be established by the School.

1.4 To monitor and review as required, the remuneration and compensation arrangements for academic offices and roles as at 1.1. to 1.3 above.

1.5 To determine Replacement Teaching expenditure in relation to recurrent expenditure for academic offices

1.6 To provide advice to Remuneration Committee on significant issues of policy in relation to 1.1 to 1.5 above.

1.7 To deal with such other matters as may be referred to it by Remuneration Committee.

**2.** **Arrangements for the OHG to report to Remuneration Committee:**

2.1 The OHG shall report annually on its determinations and any significant policy issues to the Summer term Remuneration Committee meeting; and as required by Remuneration Committee.

**3.** **Frequency of Meetings**

3.1 An annual meeting in the Lent term of each session and any other meetings as deemed necessary.

3.2 Decisions can be taken by the Committee by correspondence and email

Annex : Office Holder Categories

The list of Office Holders should be grouped into categories:

**Category 1** (honorarium, but does not require a teaching reduction):

* Chair of the Repeat Teaching Panel
* Chair of the Research Ethics Committee
* Chair of the PhD Awards Panel
* Chair of the Financial Awards Panel
* Adviser to Male Students
* Chair of the Athletics Committee
* Chair of the Graduate School Board of Examiners
* Chair of the School Board of Examiners BA/BSc

**Category 2** (honorarium, but also requires teaching reduction and enhanced sabbatical): For category 2 and above, the teaching buyout is necessary to do the job, so MSLs or equivalent should remain.

* Chair of Undergraduate Studies Sub-Committee
* Chair of the Graduate Studies Sub-Committee
* Adviser to Women Students

**Category 3** (receive honorarium and 35 MSLs):

* Chair of the Research Degrees Sub-Committee
* Director of the PhD Academy
* Chair of the Equality, Diversity and Inclusion Task Force

**Category 4** (receive higher honorarium, Research allowance, enhanced Sabbatical leave and more than 35 MSLs):

* Vice Chair of Academic Board
* Vice Chair of the Appointments Committee

**Category 5:** (being reviewed by PDTL, Professor Paul Kelly):

* Dean of Undergraduate Studies
* Dean of Graduate Studies

**Category 6** (Roles closely associated with management):

* Director of the Confucius Institute for Business London, retained until a new source of funding is found
* LSE 100 Course Director
* Dean for the General Course
* Academic Director of the Institute of Public Affairs

\*The following posts are omitted as the report recommends that these roles no longer fall under auspices of the OHG:

Academic Director of LSE-PKU Summer School

Convenor of the Executive Summer Schools Programmes

Convenor of the Summer School

Academic Head of the Summer School and Executive Programmes

Plus two posts not currently the responsibility of the OHG but which were under consideration:

Director, Institute of Global Affairs

Director, Institute of Public Affairs

1. The Role Profiles for Assistant and Associate Research Fellow do not refer to external contributions. [↑](#footnote-ref-1)
2. Exceptions are Heads of Department who are appointed by the Director and the VCAC (appointed by the Director) and the VCAB (appointed by the Academic Board). [↑](#footnote-ref-2)
3. Excluding Heads and Deputy Heads of Department, Summer School and Executive Programme posts, and the LSE 100 Course Director, and this excludes £31,018 which should have been included, resulting in a ‘real’ cost of £178,398. [↑](#footnote-ref-3)
4. This figure is based on the list of OHs as at December 2015 and is subject to change because not all roles cover the same period. [↑](#footnote-ref-4)
5. The VCAC and VCAB posts should remain within the remit of the Group to ensure that they do not become associated with School management in contrast to academic leadership and governance. In MT 2015, OHG agreed to change VCAC post from 0.5 to 1.0 FTE to the end of his term in view of increased work load. The OHG will review the time commitment of the VCAC post prior to appointment of a successor. [↑](#footnote-ref-5)