

MSL Instructions 2016-17

The following document gives a brief overview of the MSL system. Further information can be supplied on request.

1. General

- a. The Minimum Staffing Level (MSL) is the level of resources for staffing purposes allocated by the Academic Planning and Resources Committee (APRC) to each organisational unit subject to the system in the School (see Annex A).
- b. Each unit is given an allocation of MSL points. In 2016-17 the cash equivalent of one MSL point will be **£950**.
- c. MSL points are recorded on two main forms:
 - The MSL/1 records allocation and is maintained by the Planning Unit
 - The MSL/2 records spend and is maintained by the Finance Division
- d. Each salary band has an associated MSL point value based on the relative average cost of an appointment at that grade including on-costs (see Annex B).
- e. Each August and March, the Planning Unit send out updated MSL forms for agreement and sign-off.
- f. MSL forms can now be accessed via the p drive path P:\MSLs\MSL_1&2. For information, the mapping path is p: (\adminshared) pdrive.

2. Appointments

- a. The MSL/2 form provides an entry for each full-time or fractional member of staff who has a permanent or fixed-term appointment and is funded through the MSL system.
- b. Ordinarily the Finance Division will automatically include replacement assumptions on the MSL/2 form, with effect from the leaving date where there are sufficient MSLs to do so. However, the APRC will monitor departmental programme health indicators before determining whether a replacement is justified or a reduction in student numbers and MSLs indicated. Practically, this means that Finance Division must refer all SBA1 to SBA3 appointments to the Planning Unit for confirmation of this.
- c. Units have the authority to make appointments against MSL resources, provided that total staffing expenditure (projected and actual) remains within their allocation. Please note that MSL resources allocated for specific posts on the MSL/1 form remain linked to those posts unless the APRC rules otherwise.
- d. Before agreeing any MSL-funded appointment, the Finance Division will ensure that sufficient MSL points are available over the planning period.
- e. If insufficient MSL points are available for the full length of time required, the staffing request will be referred to the Planning Unit for further evaluation.
- f. Departments under APRC review are not permitted to make any permanent appointments (academic or PSS) or restructure during the review process (beginning from 1 August of the academic year of the review, finishing when APRC formally releases the Department from review) without first consulting the Chair of their review panel and the VC-APRC, and may face other restrictions on resource bids. Units being reviewed in 2016-17 are Anthropology, Government, International History, and Law. Units reviewed in 2015-16 that are still subject to this rule are Social Policy and Sociology. Although the Department of Management was released from APRC Review in 2015-16 the VC-APRC and VCAC are maintaining an overview on academic recruitment and must be consulted in all cases.

The schedule for future APRC Reviews is:

October 2016 Edition

Department	Last reviewed by APRC
2017/18 Reviews	
Accounting	2003/04 (as Accounting & Finance)
Economics	2004/05
Finance	2003/04 (as Accounting & Finance)
Geography and Environment	2001/02
International Development	2003/04 (as DESTIN)
2017/18 Interim Review	
Management	2014/15
2018/19 Full Reviews	
Economic History	2006/07
Language Centre	2004/05
Media and Communications	2006/07
Philosophy, Logic and Scientific Method	2006/07
2019/20 Full Reviews	
European Institute	2014/15
International Relations	2014/15
Management	2014/15
Methodology	2014/15
Psychological and Behavioural Science	2014/15
2020/21 Full Reviews	
Gender Institute	2015/16
Mathematics	2015/16
Social Policy	2015/16
Sociology	2015/16
Statistics	2015/16

Please note that the schedule is indicative.

3. Hourly Paid Staff

- a. Cash expenditure on Graduate Teaching Assistants and Guest Teachers, hourly-paid, casual and agency temporary staff will be converted to MSL points using the equivalent rate. Such spend is shown in detail on the supplementary Additional Expenditure spreadsheet in the MSL Forms workbook.
- b. At the beginning of each academic year, Organisational Units provide Finance Division with an estimate of the total expenditure on teachers, hourly-paid, casual and agency temporary staff and any other additional expenditure, for the current and future financial years.
- c. Cash expenditure on overtime payments, responsibility allowances and annual leave adjustments will also be recorded and converted to MSLs on the supplementary Additional Expenditure spreadsheet.
- d. Organisational Units are advised to maintain an independent record of the commitments which they make against their MSL for additional expenditure.
- e. All agency temporary staff must be booked via HR Division. When booking temporary staff please ensure the correct funding code is specified and also alert HR Division to any subsequent changes.
- f. The actual cost incurred, as posted in APTOS by Finance Division, will be converted

into MSL points at the current equivalent rate and details entered on the MSL form. Organisational Units must check that the correct agency temporary staff are recorded, along with the correct costs.

4. Special Leave and Staff Absence

- a. While staff are on **Sabbatical Leave, Travel Leave, Short Leave, or Special Buyout Leave**, they remain on the School's payroll and continue to appear on the relevant MSL/2. With regard to **Sabbatical Leave, Travel Leave** and **Short Leave** such leave is usually granted on the understanding that the teaching duties of the absent member of staff will be shared by their colleagues and that no additional expenditure will be incurred by the School in engaging replacement staff. Annex D, C. shows an example of the MSL treatment where an employee, funded by MSLs, is supported by a research grant either from external sources or from internal sources for replacement teaching purposes.
- b. 'Small' Organisational Units may apply to the APRC for assistance for a limited amount of temporary teaching cover (£3k per term) for staff on **Sabbatical Leave**. An assessment of each application for assistance from the fund is made on its merits. Allocations made are shown on the MSL/1 (Contact: Gary Barclay, email: g.j.barclay@lse.ac.uk, phone ext: 7948). Please see the 'Replacement teaching compensation' webpage at <https://www2.lse.ac.uk/intranet/staff/humanResources/joiningLSE/recruitingContracting/internal/essentialInformation/replacementTeachingBudget/Home.aspx> for fuller details.
- c. With the exception of the Pro Directors if a member of staff becomes a **School Office-holder**, they continue to be shown on the MSL/2 of their Organisational Unit. Additional resources are provided from the Replacement Teaching Fund. As this is a cash budget outside of the MSL system, the award is not shown on the MSL/1. For the Pro Directors the MSL/2 of the Organisational Unit is adjusted to remove them from the form for their period of office and points are reclaimed on the MSL/1 for the same period leaving the Department with enough points to appoint an Assistant Professor.
- d. When a member of staff is absent through **long-term sickness** or on **maternity leave**, the MSL/2 will be amended to reflect any reduction in pay.
- e. In addition, where **Statutory Maternity Pay** is payable, 92% of the net SMP paid can be recovered by the School from HM Revenue and Customs. Equivalent MSLs will be credited back to the Organisational Unit and the MSL/2 will be amended accordingly by Finance Division at the end of each relevant period of maternity leave.
- f. A Unit may apply to the APRC for assistance with any additional costs required to recruit replacement staff from the Sickness and Maternity Contingency fund. An assessment of each application for assistance from the fund is made on its merits. Allocations made are shown on the MSL/1 (Contact: Gary Barclay, email: g.j.barclay@lse.ac.uk, phone ext: 7948).
- g. If members of staff are absent where an employee is wholly or partially employed by another area of the School (which is not related to a research grant) or where an employee is at the School and at an external organisation (which is not related to a research grant) or solely at an external organisation (which is not related to a research grant), the Organisational Unit saves their MSL cost for the period of leave and is free to spend it on replacement staff or use it for other staffing purposes. Annex D, A. and B. show examples of the MSL treatment in these instances.

5. Promotions, other HERA regradings and restructure

- a. Given that all academic support posts have been through the HERA process, in broad principle a regrading will only occur through restructuring of work or where new duties

are being undertaken by an individual. Where extra resources are required to support a regrading, a case must be made through the annual monitoring process prior to the restructuring taking effect to ensure that authority is given for the extra resources to be allocated to form MSL/1. It is acknowledged that there may be some occasions when restructuring is necessary at short notice and it is impractical for plans to wait until the annual monitoring process for consideration; in these circumstances, heads of Organisational Units should, in the first instance, consult with Finance Division (Contact: Mike Ferguson, email: m.ferguson@lse.ac.uk, phone ext: 7094) and the Planning Unit (Contact: Gary Barclay, email: g.j.barclay@lse.ac.uk, phone ext: 7948). Any allocations approved outside of the annual monitoring process would need to be confirmed at the next annual monitoring process.

- b. Given Departments under APRC review are not permitted to make any permanent appointments (academic or PSS) or restructure during the review process (beginning from 1 August of the academic year of the review, finishing when APRC formally releases the Department from review) without first consulting the Chair of their review panel and the VC-APRC, and may face other restrictions on resource bids. Units being reviewed in 2016-17 are Anthropology, Government, International History, and Law. Units reviewed in 2015-16 that are still subject to this rule are Social Policy and Sociology. Although the Department of Management was released from APRC Review in 2015-16 the VC-APRC and VCAC are maintaining an overview on academic recruitment and must be consulted in all cases.

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Sociology	2015/16
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Please note that the schedule is indicative.

- c. When a member of the academic staff who has been promoted to Senior Lecturer, Associate Professor, Reader or Professor leaves the School, the promotion points will be reclaimed from the MSL/1.
- 6. Early retirement, voluntary severance packages and arrangements relating to annual leave for leavers**
- a. One-off costs of early retirement or voluntary severance packages will normally be charged to the Organisational Unit's MSL/2.
 - b. Leavers are entitled to annual leave on a pro-rata basis in the year in which they leave which will be reflected as follows:
 - i. if a leaver has untaken holiday paid as a lump sum the Organisational Unit will be charged the cost of the leave paid via the additional expenditure line of the MSL/2.
 - ii. if a leaver has taken more holiday than entitled they will be charged the element of leave that exceeds their pro-rata entitlement. The Organisational Unit will be credited the cost of this repaid leave via the additional expenditure line of the MSL/2.
- 7. Resources for Additional Students**
- a. Additional MSL points may be allocated to academic units for planned increases in student numbers over and above the figures included in the School's Rolling Plan. The allocation of such points is negotiated between the individual academic unit and the APRC via the annual monitoring process, with additional student numbers being brokered through the Student Numbers and Fees Group (SNAF).
 - b. In the event that the School projects a potential and significant unplanned overshoot in its overall student target numbers in any particular year, the APRC may request that the Finance Committee release limited funds to compensate for the impact of a significant number of additional students.
 - c. These additional resources may be clawed back should planned increases in student numbers not be achieved/maintained, or when a projected overshoot against target does not materialise, as determined by registrations at 31 October.
 - d. Queries about points for planned expansion may be made to the Planning Unit (Contact: Wayne Tatlow, email: w.n.tatlow@lse.ac.uk, phone ext: 7407).
- 8. Carry forwards**
- a. At the end of each financial year Organisational Units carry forward any unspent or overspent MSLs to the next financial year unless agreed otherwise.
 - b. During the August sign-off exercise, all units should confirm that the year-end MSL forms (including carry forwards) are correct, and that all the relevant assumptions about future staffing expenditure have been incorporated.
 - c. Following the August sign off, no retrospective changes would normally be made to the entries for the previous year(s).
- 9. Virements**
- a. At the end of each financial year Organisational Units may, without the need for the approval of the APRC, vire unspent MSL points converted to cash at the current rate

up to a maximum of 5% of their Effective MSL allocation to departmental kitties or similar non-staffing cash budgets.

- b. Requests to make virements should be made to Finance Division on form MSL/5, which will be sent to Organisational Units in mid-July by Finance Division for return by 31 July. Finance Division will check that Units have sufficient unspent and uncommitted points and will authorise the request adjusting the Unit's MSL/2 as necessary, or refer it back to the Organisational Unit if queries arise.
- c. At the end of the financial year Finance Division will make the required adjustments to the relevant cash budgets; Planning Unit will also be kept informed of all adjustments.
- d. If a Unit wishes to vire unspent cash budgets or earned income into their MSL/1 they must first approach both Planning Unit (Contact: Gary Barclay, email: g.j.barclay@lse.ac.uk, phone ext: 7948) and Finance Division (Contact: Mike Ferguson, email: m.ferguson@lse.ac.uk, phone ext: 7094) with full details so that the request can be considered.

10. Transfers between departments

All transfers of academic staff between departments need to be approved by the Director. While the Director or Pro-Directors will often facilitate these transfers, it is important to note that a solution will not be imposed upon Units and that there are no additional resources to support such transfers. Successful transfers are contingent on an agreement being reached between the academic and the relevant Heads of Department. This may involve issues including academic fit with the new Department, the transfer of courses, or the development of new courses. Heads of Department will also need to consider the implications of a transfer on their Resource Allocation profile.

11. Contacts

In the first instance, queries should be addressed as follows:

- For form MSL/1 please use e-mail address: Msl1.Queries@lse.ac.uk
- For form MSL/2 please use e-mail address: Msl2.Queries@lse.ac.uk

For a full list of contacts, see Annex C.

Annex A: Organisational Units Subject to the MSL System**Academic Departments & Institutes**

- Accounting
- Anthropology
- Economic History
- Economics
- European Institute
- Finance
- Gender Institute
- Geography and Environment
- Government
- International Development
- International History
- International Relations
- Law
- Management
- Mathematics
- Media & Communications
- Methodology
- Philosophy, Logic & Scientific Method
- Psychological and Behavioural Science
- Social Policy
- Sociology
- Statistics

Other Units

- MPA Administration and Guest Teachers

Annex B:

MSL Grades:

Salary band	MSLs per grade
SB01	21
SB02	29
SB03	32
SB04	36
SB05	42
SB06	51
SB07	68
SB08	80
SB09	90
SB10	125

MSL Grades for the New Academic Career structure from 1/8/2013 onwards:

Role title	Salary band	MSLs per grade
Assistant Professor	SBA1	70
Associate Professor	SBA2	86
Professor	SBA3	125

Annex C: Contacts

Query	Name (Division)	Tel no/Email
Allocations	Gary Barclay (Planning Unit)	7948/ g.j.barclay@lse.ac.uk
Appointments: Cost	Finance Division	msl2.queries@lse.ac.uk
Appointments: Agency Temps	Finance Division	msl2.queries@lse.ac.uk
Appointments: New Regular Appointments	Finance Division	msl2.queries@lse.ac.uk
Appointments: Extensions	Finance Division	msl2.queries@lse.ac.uk
Appointments: hourly-paid teaching staff	Nominated HR Administrator, Pay: Juan Du Plessis Sue Perry Mandip Singh	5028/ j.duplessis@lse.ac.uk 3759/ s.perry@lse.ac.uk 3667/ m.singh16@lse.ac.uk
APRC decisions, Reviews etc	Thomas Watson (Planning Unit)	7520/ t.watson@lse.ac.uk
APRC Sickness & Maternity Contingency Fund	Gary Barclay (Planning Unit)	7948/ g.j.barclay@lse.ac.uk
Buy-out Money (External funds)	Mike Oliver (Research) Kerry Fyffe (Research)	7962/ m.oliver@lse.ac.uk 7961/ k.fyffe@lse.ac.uk
Carry Forwards	Gary Barclay (Planning Unit)	7948/ g.j.barclay@lse.ac.uk
Commitments against MSLs	Finance Division	msl2.queries@lse.ac.uk
Departmental Allocations	Naomi Richardson (Finance)	1284/ n.richardson@lse.ac.uk
Endowed Chairs	Mike Ferguson (Finance)	7094/ m.ferguson@lse.ac.uk
HR Division Contacts	HR contacts tend to change regularly throughout the year. Please see the Who's Who for an up-to-date list.	
Leave: effect on MSL	Finance Division	msl2.queries@lse.ac.uk
Policy and Procedures on MSLs	Gary Barclay (Planning Unit)	7948/ g.j.barclay@lse.ac.uk
Promotions: Effect on MSL	Gary Barclay (Planning Unit)	7948/ g.j.barclay@lse.ac.uk
School Replacement Teaching Money	Finance Division	msl2.queries@lse.ac.uk
Virements from MSLs	Finance Division	msl2.queries@lse.ac.uk
Virements into MSLs	Gary Barclay (Planning Unit) Mike Ferguson (Finance)	7948/ g.j.barclay@lse.ac.uk 7094/ m.ferguson@lse.ac.uk

Annex D: Examples of how staff that are split costed are shown on the MSL forms

A. Where an employee is wholly or partially employed by another area of the School (which is not related to a research grant):

In these cases the employee's costs should be split between the relevant budget codes for the proportion of time they are employed in each role.

Example 1: An Associate Professor who is working 50% of her time as the Director of an IGA Centre (from 01/06/15 to 31/07/19) and her other 50% in a Department. As she was originally 100% MSL funded by the Department, the Department's MSL/2 (cost) form has been amended from 1 FTE to 0.5 FTE for the period 01/06/15 to 31/07/19 freeing up 43 MSLs per annum for use by the Department on other staff. Her 50% of time as Director has been charged to an IGA budget code for payroll costs. When her stint as Director finishes she returns to the Department 100% of the time which is already reflected on the Department's MSL/2 (cost) form.

Example 2: An Associate Professor who is working 25% of his time on an Executive MSc (from 01/09/15 onwards) and 75% in a Department. As he was originally 100% MSL funded by the Department, the Department's MSL/2 (cost) form has been amended from 1 FTE to 0.75 FTE from 01/09/15 onwards which frees up 21.5 MSLs per annum for use by the Department on other staff. His 25% of time working on the eMSc has been charged to an eMSc budget code for payroll costs.

B. Where an employee is employed a. at the School and at an external organisation or b. solely at an external organisation (which is not related to a research grant):

If an employee is working jointly at an external organisation these are treated in the same way as A. above.

If an employee works solely at an external organisation for a period of time then that employee is paid fully by the external organisation for that period. In the example of an employee who was 100% MSL funded before taking the position at the external organisation, the Department's MSL/2 (cost) form will be amended from 1 FTE to 0 FTE for the period, freeing up the MSL value of the salary band (125 MSLs per annum – SBA3, 86 MSLs per annum – SBA2, 70 MSLs per annum) for use by the Department on other staff.

The HR website says the following about these sort of arrangements 'A member of staff may apply to be seconded for a period of up to two years. In cases where a strong case can be made on the grounds of public service, the Appointments Committee may agree to extend the period, subject to an absolute limit of three years'.

C. Where an employee is supported by a research grant either from external sources or from internal sources for replacement teaching purposes:

If an employee is supported by a research grant either from external sources (ESRC, Nuffield, Leverhulme, etc) or from internal sources (STICERD, CEP, etc) the employee continues to be paid by the School under their normal arrangement, e.g. if the employee is 100% MSL funded that continues.

In these cases the relevant Department's substitute teaching account (1-AXXX-0040) will be credited with funds for replacement teaching purposes.

The HR website says the following about these sort of arrangements 'Potential sponsors of buyouts must be recognised by the School and must provide clear indication of the level of financial compensation available. On receipt of the buy-out application form, Human Resources will seek confirmation of funding for the buy-out period from the Research Division.'