

Academic Career Development Review Scheme 2016-2017

Guidance Notes

The School expects that all staff who are not (full) Professors receive good advice on progressing their careers from the Head of Department or other senior colleagues. The School has in place two approaches to structuring career development conversations between academics:

- An **Academic Career Development Review (ACDR) Scheme** for pre-Major Review staff and post-Major Review staff who are not yet full Professors.
- A **Mentoring Scheme** for post-Doctoral LSE Fellows and pre-Major Review academic staff as well as, on their request, for post-Major Review staff. For details see [here](#).

The Mentoring Scheme is **distinct** from the Academic Career Development Review Scheme. Mentors give informal and frequent advice and provide a listening ear throughout the year, whereas formal Career Development Review meetings take place annually (or less frequently for post-Major Review staff) and are normally conducted by the Head of Department. **They are not meant to replace regular informal meetings between staff and their mentor or staff and Heads of Department during which issues and problems can be raised.** Importantly, the mentor cannot be the one holding the Career Development Review meeting.

Purpose of Academic Career Development Review meetings

The principal purpose of Academic Career Development Review meetings is to provide constructive advice to pre-Major Review staff on the structuring of an academic career, and specifically on what they need to do in order to progress toward Interim and/or Major Review. For post-Major Review staff who are not yet full Professors, the purpose of the Academic Career Development Review meeting is to provide constructive advice on the further development of their careers – specifically, advice on working toward promotion to Associate Professor (post-Major Review Lecturers and Assistant Professors) or promotion to Professor (Associate Professors). Guidance on Interim Review, Major Review and Promotion can be found [here](#).

Academic staff are expected to be pro-active in managing their own careers. However the School and senior staff also have a responsibility to provide appropriate support. The Academic Career Development Review Scheme has been designed to reflect the School's commitment to ensuring that staff receive good advice in relation to their career and professional development. The scheme should serve the needs of individual academics. For pre-Major Review staff, it enables Heads of Department or his/her nominee to manage the development of staff toward their Interim or Major Review, and in that context, flag at an early stage any issues of possible concern to the Promotions Committee. For post-Major Review staff, it enables Heads of Department or his/her nominee to provide advice with respect to further career development and promotion.

The Academic Career Development Review meeting is intended to allow for an open and constructive exchange of views of the performance, achievements and contributions of the staff member, which as well as taking into account future plans, enables a review of progress toward meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or the criteria for promotion (post-Major Review staff). It also provides a space for broad reflection on further development needs in relation to longer term career planning. This is also a time when plans for research leave and grant applications, but also personal issues such as parental leave and elder care, sickness and disability that may affect career planning can be discussed sensitively. Human Resources can provide support and guidance on such issues.

Who should have an Academic Career Development Review meeting and how frequent are meetings?

Annually for all pre-Major Review academic staff and for post-Major Review Lecturers and Assistant Professors; for Associate Professors (as well as Senior Lecturers and Readers) the first meeting should take place two years after passing Major Review, thereafter every third year. Post-Major Review staff can request a meeting outside the scheduled frequency. Professors are not required to have meetings. However, a career development meeting can take place upon their request or on the request of the Head of Department.

Who should hold the Academic Career Development Review meeting?

The expectation is that Academic Career Development Review meetings are normally conducted by the Head of Department. Particularly in large Departments, the Head of Department can delegate responsibility to his/her nominee (e.g. a Deputy Head of Department). Nominees must be of sufficient seniority and must be sufficiently versed with the School's review and promotion guidelines to hold Academic Career Development Review meetings.

The ACDR Process

The process will involve the following stages:

1. The preparation by the member of staff of a self-evaluative statement in section A of the [ACDR form](#).
2. A meeting with the Head of Department or his/her delegate.
3. The preparation by the Head of Department or his/her delegate of an evaluative statement in section B of the [ACDR form](#) evaluating the progress of the staff member with respect to meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or for promotion (post-Major Review staff).
4. The co-production of a summary of agreed action points in section C of the [ACDR form](#).
5. The form and any attachments are signed off by the staff member being reviewed, the Reviewer and the Head of Department (if not the same as the Reviewer). The report will then be forwarded to Human Resources for monitoring by the VCAC.
6. A copy of the Agreed Career and Professional Development Activities should be sent to HR.CDR@lse.ac.uk A proforma is available within the Career Development Form

In the following paragraphs, stages 1-5 are elaborated in more detail.

Stage 1

The statement will provide the member of staff with the opportunity to provide a rounded and self-evaluative statement of their progress toward meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or for promotion (post-Major Review staff) over the last review period and plans for the next.

Within the framework of headings for discussion, the scheme is deliberately non-prescriptive about the detail to be covered in the ACDR meetings. Departments are free to tailor the discussion to suit the individual's career stage.

The CV submitted can be in any format though staff might find it useful to use the School standard [CV template](#), along with guidance for completion, available [here](#). Staff soon undergoing Interim or Major Review or those wishing to be considered for Departmentally-sponsored promotion this academic year are encouraged to use the School's standard CV template. Departments may require their staff to use the School's standard CV template.

Stage 2

In framing the discussion, reference should be made as appropriate to the relevant criteria for Interim Review, Major Review and promotion. Guidance on Interim Review, Major Review and Promotion can be found [here](#).

For *Pre-Major Review* staff, the meeting should ensure that staff are aware of departmental and School priorities, that they have appropriate mentoring arrangements, and a workload that allows for their development towards Interim and/or Major Review, as well as a thorough understanding of what is required for successful career progression.

For *Post-Major Review* staff (post-Major Review Lecturers, post-Major Review Assistant Professors and Associate Professors), the meeting may need to concentrate more on maintaining a clearly focused research strategy leading to high-quality outputs, on curriculum development and innovation, on improving teaching scores, on extending and developing service to the department and the School, and on building a stronger external profile.

Stage 3

After the meeting, the Reviewer will fill in section B evaluating the progress of the staff member with respect to meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or for promotion (post-Major Review staff). Where a member of staff being reviewed disagrees with the evaluation, they have the right for their disagreement to be noted in a supplementary document.

Stage 4

The Reviewer will produce a summary of mutually agreed upon action points arising from the meeting, which will be recorded in section C of the ACDR form.

Stage 5

The complete record will be signed off by the Reviewer and the HoD (if not the same person as the Reviewer), and the member of staff. The form will then be forwarded to Human Resources.

Copies of the Agreed Career and Professional Development Activities summary should be sent to (Hr.Cdr@lse.ac.uk). A member of the TLC team will be in touch to discuss arrangements.

Training needs arising from the ACDR

TLC has produced a checklist of training opportunities provided in the School to act as an aide-mémoire for discussion of training needs arising from the ACDR. Research Division can also provide advice on support for grant applications and details of opportunities for involvement in professional bodies, particularly for members of staff seeking to enhance their external profile. It is assumed that members of staff and Heads of Department will be proactive in contacting TLC and Research Division in these matters.

Embedding the new scheme

TLC will include briefing sessions on the Scheme at academic induction, and at the induction for new Heads of Department. TLC and Human Resources will work together to develop short support sessions to be delivered at departmental or group events, and to incorporate skills training for those less confident or experienced in this type of conversation.

Monitoring and implementation

1. The VCAC, in conjunction with the Pro-Director (Faculty Development) and Human Resources, is responsible for oversight and implementation of the Academic Career Development Review Scheme and for reporting on any issues to the Promotions Committee..
2. The Form will normally be seen only by the member of staff, their Reviewer and the Head of Department (if not the same person as the Reviewer), as well as, subject to the Head of Department's discretion, the Professoriate. The Form is also seen by the VCAC for monitoring purposes and can be seen by the Pro-Director (Faculty Development) for supporting Heads of Department in their work. With the staff member's permission, the form can be shared with the mentor of the staff member.

Human Resources
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