

## ACADEMIC STAFF REWARD COMMITTEE (ASRC) 2015-2016

### GUIDELINES FOR HEADS OF DEPARTMENT AND RESEARCH CENTRE DIRECTORS

#### 1. Policy Statement

- 1.1 The School is committed to recognising and rewarding the exceptional contribution and outstanding performance of individual members of staff towards the furtherance of the School's objectives.
- 1.2 For two years a significant portion of contribution pay funds are being allocated to provide enhanced contribution awards based on teaching excellence or education contribution. In 2015/16 the sum of £500k p.a. will be set aside to support Excellence in Education. The School wishes to signal its commitment to enhancing the quality of its teaching and student learning experience. The teaching contribution award fund will signal to Heads of Department, faculty and students that the highest quality contributions to students' education are recognized in the School's rewards structure. Nominations to this fund will be considered by a special sub-committee of the ASRC. Recommendations will then be approved by the ASRC and reported in the usual way. The remaining balance of the ASRC contribution pay pot will be available for contribution payments in the normal way.
- 1.3 These Guidelines are intended to encourage consistency in the application of contribution reward, by providing guidance to Heads of Departments (HoDs) and Research Centre Directors (RCDs) about criteria and related considerations.
- 1.4 HoDs and RCDs are reminded that they are expected to engage in regular review of the performance and contribution of their staff in order to enable those cases which meet the relevant criteria to be put forward to the ASRC, supporting the fair distribution of contribution payments.
- 1.5 The Annual Performance Review (APR) and Career Development Meetings, although independent from the contribution reward process, are useful tools in evidencing contribution and achievements that can and, in the case of the APR, should be used to support HoDs' and RCDs' submissions to the ASRC. For further information on the APR, please see:  
<http://www.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/Annual-Faculty-Performance-Review.aspx>.  
For further information on the Career Development Scheme, see:  
<http://www.lse.ac.uk/intranet/staff/humanResources/changingCircumstancesMovingOn/careerDevelopment/home.aspx>
- 1.6 Associate Professors or Professors who have not filled in the Faculty Information Form and submitted a CV as part of the Annual Performance Review cannot be nominated for contribution pay. This also applies to Assistant Professors who have been opted into the APR by their Department.
- 1.7 Human Resources is responsible for disseminating this Guidance within the School, and for supporting its implementation by encouraging HoDs and RCDs and staff to act in accordance with the Guidance set out below.

#### 2. Definition of Contribution Pay

- 2.1 Contribution pay is used to recognise and reward demonstrated cases of outstanding performance or exceptional contribution by members of staff, which exceed the normal expectations for fulfilment of the responsibilities of the relevant role and

salary band. Contribution reward is one way in which the School recognises excellence and the commitment and professionalism of staff.

- 2.2 The School's arrangements for contribution reward should be understood within the overall context of the quality of staff employed by LSE and the School's commitment to a high-performing culture. The School expects that all staff should be performing at a level commensurate with the normal expectations for the role and salary band. It follows that meeting normal School expectations as set out in the role profile will not, of itself, justify a case to be made for a contribution award.
- 2.3 Assessment by HoDs and RCDs of individual contribution(s) should be clearly related to institutional objectives – whether at the local, i.e. department/centre, or School level - and should recognise those achievements and activities which contribute to the continuing success of the LSE.
- 2.4 The Contribution pay budget in any one year is determined by the Finance Committee on the recommendation of the Remuneration Committee, taking into account the School's overall financial position and projected expenditure. Contribution reward is not a contractual benefit and the School reserves the right to modify or suspend the process should the School's financial circumstances so dictate.

### 3. Principles of the ASRC

- 3.1 The ASRC considers contribution pay for:
  - Academic staff (both NAC and pre-NAC)
  - Teaching-only staff and LSE fellows
  - Research staff (bands 6 upwards, both NRSC and pre-NRSC)
  - Staff on academic leave can be put forward for contribution pay.
  - Emeritus Professors, Centennial Professors, Visiting Faculty, Guest Teachers and staff who have contracts ending this academic year will not normally be considered for contribution pay.

**Funding for research staff contribution awards:** Please note that awards for research staff in Research Centres will be funded first from the grant and / or the Centre's resources. Likewise, the cost of awards for research staff employed on grants in Academic Departments should be funded by the grant (or the Department concerned). This should be borne in mind when budgeting for research grants and contracts. Research Division can advise on this further. Where funds are not available under the grant or where the Centre or Department has insufficient funds to finance the contribution pay award, the award may be funded by the School's Research Infrastructure and Investment Fund.

HoDs and RCDs will need to identify the source of funds to support any contribution pay award before putting in an application. Should they need to apply for funding from the PDR's RIIF fund for this purpose, HoDs and RCDs will need to contact **Kerry Hocken** (k.hocken@lse.ac.uk; extn 7961), who will advise on eligibility and the availability of funds.

- 3.2 For Guidelines applying to contribution reward for professional services staff in Bands 1-10 see the Guidelines of the Professional Services Staff Contribution process (PSSC).

- 3.3 All contribution reward is discretionary. Awards are normally applied in the form of one or two additional increments or a non-recurrent payment.
- 3.4 HoDs and RCDs should take Departmental salary relativities into account alongside annual performance when considering their submissions. Salary information, including those of Professors, will be made available by Human Resources to HoDs and RCDs only.
- 3.5 The ASRC would not normally expect to be asked to consider a recommendation for enhancement of reward beyond the standard level in the same year as Major Review or promotion.
- 3.6 The 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. The Remuneration Committee reviews the remuneration associated with academic office-holding on an annual basis.
- 3.7 An application for an award under this policy is not an appropriate way to recognise long service at the School prior to retirement.
- 3.8 ASRC reserves the right to modify the award sought and is not bound to agree an award or agree an award in the form recommended by the HoD or RCD.
- 3.9 ASRC retains the right to seek additional information/further clarification from HoDs and RCDs in cases where it is felt that the initial submission does not appear to satisfy the criteria for an award, or support the level of award proposed.
- 3.10 ASRC expects that HoDs and RCDs will maintain discretion with regard to nominations for awards and keep those details confidential (from the nominees).

#### **4. Criteria**

- 4.1 Contribution pay is used to recognise and reward demonstrated cases of outstanding performance or exceptional contribution by members of staff, which exceed the normal expectations for fulfilment of the responsibilities of the relevant role and grade. It follows that meeting normal School expectations as set out in the relevant role profile will not, of itself, justify a case to be made to the ASRC. In exceptional cases, HoDs and RCDs can also nominate staff on the basis of supporting pay equity in their Department.
- 4.2 Submissions to the ASRC should provide evidence of outstanding performance or outstanding contributions to the following areas where relevant to the staff member's role:

##### **Education: Teaching and Learning (as applicable)**

HoDs and RCDs are asked to nominate individuals or groups of colleagues on the basis of the highest quality contributions to teaching, student learning and student educational experience. The School acknowledges that such contributions are often a collaborative venture and wishes to capture this by inviting HoDs and RCDs to nominate groups of staff members, where appropriate.

Illustrations of eligible contributions are:

- Excellent teaching that has a positive impact on student learning.
- Demonstration of ability to work effectively with diverse groups of students (in terms of year /level/ interdisciplinarity and cultural backgrounds) and/or to use diverse modes of teaching.

- Contributions to innovations in curriculum and/or delivery approach of departmental educational provision.
- Excellence in advising and student support within departments.
- Leadership in programme renewal.
- Leadership and development at course level including GTA support and development.

HoDs and RCDs are asked to provide evidence on each case. Illustrations of relevant evidence are:

- TQARO course/teacher evaluations,
- Course and programme documentation
- student endorsements,
- peer review observations,
- TLC observations and reviews,
- LTI grants and awards,
- Student Union teaching awards and nominations,
- external awards and recognition.

### **Research (as applicable)**

Illustrations of eligible contributions are:

- The candidate's research outputs in the previous calendar year and the two preceding years
- Evidence of research leadership
- The candidate's reputation for research and scholarship
- Evidence of a sustained research programme
- The candidate's intellectual and professional contributions
- The receipt of external research grants, and management of research projects
- Knowledge exchange and impact activities

### **Service and Citizenship (as applicable)**

Eligible contributions can be at the level of the Department, the School, the profession or the wider academic community.

Illustrations of eligible contributions are:

- Departmental administration, leadership and management
- Supporting the HoD or RCD and the Departmental Development Plan
- Mentoring junior colleagues
- School-wide service – e.g. participation in School committees
- Student recruitment and student facing service – e.g. open days, widening participation
- Contributions to professional associations and Learned Societies
- Participation in work of Research Councils, foundations etc.
- Editorships
- Ambassadorial roles for the School (e.g., alumni events)

## 5. Procedures

- 5.1 **Annex A** outlines the timetable for the process in 2016.
- 5.2 All submissions to the ASRC are made on the basis of a recommendation from the HoD or RCD. The procedures do not permit staff to submit their own proposals.
- 5.3 **Submissions for awards for contributions to *Research* and/or contributions to *Service and Citizenship* for staff who have taken part in the Annual Performance Review (APR)** — that is, Professors, Associate Professors and Assistant Professors (if opted in by their Departments) — can be made by HoDs and RCDs by providing a short justification for each member of staff submitted. ASRC will have access to the Faculty Information Forms, CVs plus the grades awarded as part of the APR.
- 5.4 **Submissions for awards for *Education: Teaching and Learning* for staff who have taken part in the Annual Performance Review (APR)** — that is, Professors, Associate Professors and Assistant Professors (if opted in by their Departments) — can be made by HoDs and RCDs either by providing a detailed justification for each member of staff or group of staff submitted together with supporting evidence as outlined in 4.2 or by completing the Nomination form.
- 5.5 **Submissions to the ASRC for any category of staff other than Professors, Associate Professors, and those Assistant Professors, who have been opted into APR by their Departments**, need to be made using the Nomination form, providing a more detailed justification for the nomination based on the criteria outlined in 4.2.
- 5.6 HoDs and RCDs are invited to rank their nominees in order of preference where more than one recommendation is submitted.
- 5.7 The ASRC will also be presented with School student survey results collated by the TQARO for the current and preceding session.

## 6. Types and Effective Date of Awards

- 6.1 The Remuneration Committee has agreed that its Sub-Committees should operate to the target set by Finance Committee of a split between recurrent/non-recurrent awards (see definitions below).

### ***Recurrent Awards (Increments)***

- 6.2 The standard level of reward is one or two additional increments, which is consolidated into basic salary.

### ***Non-Recurrent Awards***

- 6.3 Non-recurrent awards awarded by the ASRC will normally be in multiples of £500 up to a maximum of £5,000.

### ***Notification of awards***

- 6.4 Members of staff will be notified of contribution awards in writing, copied to HoDs and RCDs.
- 6.5 Where the ASRC is unable to support an award, the HoDs and RCD will be notified in writing, and informed of the Committee's reason(s).

### ***Effective date of awards***

- 6.6 All contribution rewards will be applied prospectively – i.e. awards are not backdated.

**All payments will be subject to National Insurance and tax deductions.**

- 6.7 Non-recurrent awards will normally be paid in the July payroll.
- 6.8 The effective date for recurrent awards agreed in the current session will be the following **1 August**.

**7. Monitoring/Issues of Equity**

- 7.1 The School is committed to monitoring and evaluating its reward procedures and activities to ensure consistency, equity and fairness.
- 7.2 The Committee will keep the pattern of applications and awards across and within departments/services under review in the context of equitable treatment and promoting diversity, and to ensure that there is no adverse impact or detriment to any staff group as a consequence of School policy and procedure.
- 7.3 The Committee reports annually to the Remuneration Committee on individual decisions and policy. The Remuneration Committee can also initiate its own investigations in the event that it decides there are any issues which require further investigation.

**8. Appeals**

- 8.1 All decisions of the Committee are final. There is no right of appeal.

## ANNEX A: Academic Staff Reward Process 2016 - Timeline

Date / Deadline	
<b>Thursday 24 March 2016</b>	Career Development and Reward Team to send salary information and Guidance to Heads of Departments and Research Centre Directors.
<b>Friday 6 May 2016</b>	Heads of Departments and Research Centre Directors to send nominations to the Career Development and Reward Team ( <a href="mailto:HR.Reward@LSE.ac.uk">HR.Reward@LSE.ac.uk</a> )
<b>Monday 23 May 2016</b>	ASRC Subcommittee Meeting
<b>Tuesday 31 May 2016</b>	Academic Staff Reward Committee Meeting
<b>Thursday 23 June 2016</b>	Remuneration Committee Meeting
<b>Effective Date of Awards:</b>  31 July 2016 for non-recurrent awards  1 August 2016 for recurrent awards (increments)	