

# Heads of Department Handbook 2012-2013

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# Introduction

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The purpose of this handbook is to provide Heads of Department with information that is specifically relevant to them. It aims to address the concerns and outline the main responsibilities of Heads of Department.

While this handbook aims to make it easier for Heads of Department to gain familiarity with the School's procedures and practices, it is fully recognised that they will need to make continued call upon the advice and assistance of members of the Central Administration. To this end, Heads of Department can now address their queries to Jane Pugh in Room TW1 6.01, ext. 6866, email: [j.pugh@lse.ac.uk](mailto:j.pugh@lse.ac.uk). Jane will act as a point of contact for Heads of Department unsure of whom to approach in the Central Administration, where possible dealing with queries personally, but otherwise directing them to the appropriate area for response.

Suggestions for the addition of items to this handbook, together with any other improvements, are very welcome and should be sent to **Jane Pugh**, email: [j.pugh@lse.ac.uk](mailto:j.pugh@lse.ac.uk).

## Head of Department

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Each department will have a Head of Department. The position will normally be held by a Professor. The term of office of a Head of Department will normally be three years and it will be a reasonable expectation that professors will not serve longer than one term continuously.

### Procedures for nominations of Heads of Department

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In accordance with the changes to Appointments Committee's Terms of Reference (agreed 7 June 2006), nominations for Heads of Department/Heads of Institute will in future be submitted to the Director. Heads of Department are required to put the nomination in writing to the Director, with a short justification, to be discussed as part of the Director's annual meetings with Heads of Department.

Heads may wish to note that the 3 May 2006 Conveners Consultative Forum agreed that the professorial contract should include acting at some stage as Head of Department/Head of Institute. The 'Further Particulars' section of all Chair appointments will in future include this. The LSE role profile for Professors also includes activities when acting in the role of Head of Department/Head of Institute.

In very exceptional circumstances, a non-professorial Head of Department/Head of Institute may be appointed in Departments/Institutes where there is more than one professor but where leave entitlement and other commitments make it difficult for a professor to assume the role of Head of Department. In these circumstances a Reader or a Senior Lecturer may be appointed to act as Head of Department/Head of Institute. Such a person will, whilst s/he is Head of Department / Institute be a member of the Appointments Committee, but will not be eligible for membership of the Promotions Committee.

### Head of Department Responsibilities: An overview

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Heads of Department are responsible to the Director for the effective operation and development of their Department or Institute, for the management of its staff and resources, for the provision of high quality services to its students and for ensuring that the Department complies with the legal and other obligations placed on the School. Specific tasks will, of course, be delegated to the Departmental Managers and other colleagues but Heads of Department bear ultimate responsibility and will need to satisfy themselves that delegated functions are undertaken properly.

The School does not want to provide a fixed template of tasks to be undertaken personally by Heads of Department rather than through delegation; it is recognized that much will depend on the size of the Department, the nature of its support staff and indeed the personalities involved. However, it is considered important that Heads of Department work closely with Departmental Managers and recognize the range of tasks which Managers can undertake to ensure the smooth running of the Department, the management of its resources and the development of plans and policies. In general Heads of Department should be able to devolve most day to day administrative, financial and compliance matters to the Departmental Managers. A generic job description for the Departmental Manager's post, prepared by the Departmental Managers themselves, is appended.

Heads of Department are expected to discharge their responsibilities in a consultative manner and to comply with the Code of Practice on Departmental Governance [www.lse.ac.uk/resources/schoolRegulations/departamentalGovernance.htm](http://www.lse.ac.uk/resources/schoolRegulations/departamentalGovernance.htm), which was agreed by the Academic Board and became binding on all academic units from session 1999-2000. Inter alia the code requires that Departmental plans are considered at Departmental meetings, that there should be transparency in the allocation of workloads and that Departmental budgets are presented to staff annually.

## Principal Areas of Responsibility

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### Academic Planning and Development

Within the context of the School's strategic priorities

- To provide academic leadership in the development of departmental research priorities, plans and programmes (and those of associated research centres) and to plan and prepare in consultation with others, submissions to the RAE; this includes encouraging staff to produce top quality work and ensuring that they have the time to do so
- To develop departmental development plans, covering teaching, research, staffing and resources for submission to APRC
- To provide academic leadership in the development and revision of degree courses and programmes to ensure that they remain attractive to students, are innovative, up to date, and of a high quality
- To liaise with the School's Planning Unit over the APRC Rolling Plan of student recruitment, fees and scholarships
- To have oversight of the Department's appointments policy; in consultation with colleagues, decide appointment priorities and help ensure that top-class staff are appointed
- To provide leadership in the development of appropriate alternative income streams
- To ensure that adequate preparations are made for APRC reviews, when required by APRC.

### Personnel and Resource Management

- To determine MSL deployment and non-staff budget allocations, ensuring that expenditure is in line with budget allocations and that allocations amongst staff are equitable and transparent
- To ensure a fair and reasonable allocation of teaching and administrative workloads amongst departmental staff
- To ensure that staff are able to take advantage of their leave entitlements, including statutory entitlements to maternity, paternity, parental and adoption leave, and that appropriate cover is available to meet teaching obligations.
- To ensure that appropriate mentoring arrangements are in place for academic staff pre-Major Review, that staff are fully aware of what is expected of them and of what help, including training, is available to them
- To ensure that the Academic Career Development Scheme operates effectively at departmental level and ensure that all academic staff receive advice as appropriate on their research plans, grant possibilities, publications and promotion prospects
- To review staff performance annually and, in consultation with the departmental professoriate, make appropriate cases for academic staff undergoing Interim and Major review, being put forward for promotion or warranting salary incrementation; in consultation with the Departmental Manager make cases for support staff regrading, bonus payments or salary incrementation; in consultation with relevant line managers ensure that probation reports are submitted for support and research staff
- To take steps to ensure the maintenance of staff morale within the Department, to manage and diffuse interpersonal conflicts and staff grievances which arise from time to time and to attempt to ensure a harmonious working environment
- To ensure that any cases of redundancy, termination of contracts, poor performance, incapacity, grievances, misconduct or harassment are dealt with according to the appropriate codes and procedures

## **Students, Teaching and Quality Assurance**

- To ensure that adequate arrangements are in place to select students, fairly allocate available scholarships and meet the recruitment targets agreed with the Planning Unit
- To ensure that arrangements are in place for the provision of essential, accurate, up to date information about the Department
- To ensure that the teaching, research student supervision and examination programmes of the Department are organised to fulfil obligations
- To ensure that the quality of educational provision is maintained and where possible enhanced; this includes acting upon the results of School surveys and other information about course delivery and teacher performance
- To ensure that preparations are made for internal (TLAC) and external reviews of teaching quality and educational processes

## **Regulations and Legal Obligations**

- To ensure that the Department's operations, policies and plans comply with financial regulations, HEFCE requirements and legal obligations. These latter currently include Race Equality, Disability, Freedom of Information, Data Protection, Health and Safety, Risk Management, Age and Gender.

## **Consultation and Representation**

- To ensure, by regular meetings of the academic and, where appropriate, support staff, that adequate consultation takes place within the Department on matters of general concern and to alert staff to key Schoolwide issues that have to be addressed
- To ensure that appropriate sub-committees are in place to assess student reactions to teaching programmes and services and to maintain good staff student relations
- To take part in the Department Heads Forum (DHF) and generally act as the Department's representative, advising the Directorate and Senior Administration on matters of common concern to the Department on strategic issues, School policies and practices and on appropriate responses to governmental/HEFCE circulars and initiatives
- To ensure appropriate representation of staff at Presentation and any similar Ceremonies
- To represent the Department, as required, at fundraising, alumni and other public relations events

## **Programme monitoring**

- To submit an annual report on programme monitoring to the Pro-Director of Teaching and Learning at the beginning of the Lent term.

## **Interaction with the Directorate to facilitate their understanding of Departments aims and objectives**

- To have a discussion on resources each year with the Pro-Director of Resources (towards the end of the Michaelmas Term)
- The outcomes of these discussions will be reported to the APRC meeting in December.
- To have a discussion on research strategy each year with the Pro-Director of Research (towards the end of the Michaelmas Term)
- To have a discussion on teaching each year with the Pro-Director of Teaching and Learning

(towards the end of the Michaelmas Term)

- To submit an Annual Report to the Director, based on the Departmental Development Plan (DDP) focussing on key developments in and deviations from the DDP; to participate in a general discussion with the Director, particularly focusing on departmental strategy and senior staffing issues (early in the Lent term).

## Department Heads Forum (DHF)

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The Director meets with Heads of Department five times a year to discuss matters raised both by Heads of Department and the administration. There are two meetings held during the Michaelmas and Summer terms and one during the Lent term. The first meeting held during both the Michaelmas and the Summer term focuses on operational issues and the second meeting will see to strategic matters. However, should matters of urgency arise it will be included on the agenda, independent of whether it is of strategic or operational importance. Both strategic and operational issues will be addressed during the Lent term forum.

If Heads of Department are unable to attend any of the meetings, they may send a representative, but it is hoped that all Heads of Department will try to be there in person.

### **Meeting dates for 2012/2013 are:**

#### **Michaelmas term:**

Wednesday 10 October 2012

Wednesday 5 December 2012

#### **Lent term:**

Wednesday 6 February 2013

#### **Summer term:**

Wednesday 8 May 2013

Wednesday 19 June 2013

**The meetings are held in the Vera Anstey Room (VAR) at 10am.**

A lunch is held for Heads of Department to meet informally, usually a week prior to the termly meeting with the Director. Where possible the draft agenda for the meeting with the Director will be made available for that meeting. Lunches are arranged by the Teaching and Learning Centre, Jess Hann [j.j.hann@lse.ac.uk](mailto:j.j.hann@lse.ac.uk) and take place from 12.30 to 2.00pm.

### **Lunch dates for 2012/2013 are:**

#### **Michaelmas term:**

Wednesday 3 October 2012 – CON.7.05

Thursday 29 November 2012 – VAR

#### **Lent term:**

Wednesday 30 January 2013 – VAR

#### **Summer term:**

Thursday 2 May 2013 – VAR

Wednesday 12 June 2013 – VAR

Details will be circulated in advance to Heads of Department confirming, time and location.

The two chairs for the HoD's Informal Lunch Meetings for 2012–2013 are Professor Eric Neumayer, Geography and Environment and Professor Jan van den Heuvel, Mathematics.

Items of business which Heads of Department wish to raise should be notified to Cliff Hannan, Room COL1.00, ext. 7007, email: [c.l.hannan@lse.ac.uk](mailto:c.l.hannan@lse.ac.uk)

## Induction for new Heads of Department

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Each year, an induction day is arranged for new Heads of Department, usually in early July. There are further events scheduled through the year, see: <http://tlcevents.lse.ac.uk/>. We will email you to alert you to events we think may be most useful for you.

Additional sessions, either for all Heads of Departments, or for individuals/their own department, can be arranged on request, as can other types of back up support and training. This may include access to the wide range of "academic leadership" programmes available in the HE Sector. Subject to TLC funding Heads of Department may also book individual appointments for one-to-one sessions with an external consultant who has extensive experience in supporting Heads of Department.

Contact **Liz Barnett** ([l.barnett@lse.ac.uk](mailto:l.barnett@lse.ac.uk)) to discuss additional needs and concerns.

## Remuneration for Heads of Department

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Over the last five years, Heads of Department have experienced an increase in their responsibilities, partly as a result of increasing compliance activities.

The remuneration for Heads of Department is as follows.

### **Supplement**

- A superannuable supplement of £12,000 per annum. **or**

### **Research Assistance**

- A sum of £12,000 per annum for research support.

### **Sabbatical Leave**

- Sabbatical leave to accrue at treble rate, ie a three year period in office (ie 9 terms) to count as nine years (ie 27 terms) for the purposes of calculating sabbatical entitlement.

### **Commutation of Sabbatical**

- Sabbatical leave accrued by virtue of being a Head of Department, ie the additional six years' entitlement not the standard three years', may be commuted to cash at a rate of £3,000 per year's entitlement, where it can be demonstrated that it is not practical for the accrued sabbatical leave to be taken. Please contact Human Resources for further advice.

### **Replacement Teaching Compensation**

- The individual's department is compensated at the rate of £3,000 per term of sabbatical leave for the sabbatical year accrued by virtue of being Head of Department.

## Heads of Group within the Department of Management

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Heads of Group retain certain responsibilities in relation to academic management but do not have the overarching responsibilities held by Heads of Department.

### **Supplement**

- A superannuable supplement of £7,000 per annum **or**

### **Research Assistance**

- A sum of £7,000 per annum for research support.



# The role of Departmental Managers

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## Context and Purpose of Job

- Working closely with the Head of Department to ensure the efficient management of departmental human, financial and accommodation resources. Playing a key role in the identification and implementation of strategies to provide a high quality service.
- Acting as the key interface between the Department and a wide range of academic and administrative staff across the School.
- Taking overall responsibility for the smooth day-to-day running of the Department. Assisting in the development and implementation of wider administrative policies within the Department and the School. Participating in integrated strategic thinking by working closely with the Head of Department to ensure that departmental plans and policies are considered within the context of the School's core strategic themes.

## Principal Responsibilities and Duties

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### Planning and Management of Departmental Resources

- Managing the Department's MSL resources: keeping MSL resources and expenditure under close review and providing projections to assist the Head of Department in determining future MSL resource deployment.
- Managing and monitoring the Department's cash budgets, including: advising the Head of Department on proposed expenditure; setting up and maintaining procedures to ensure the efficient administration of departmental expenditure in line with the School's financial management regulations; and presenting financial accounts to the Department annually.
- Planning and monitoring the Department's teaching programme in liaison with the Head of Department and in accordance with School regulations and departmental decisions, including: ensuring the accuracy and consistency of departmental staff Calendar and timetabling returns; discussing individual teaching loads with full-time staff members; anticipating gaps in the teaching programme in light of staff leave and fluctuations in student numbers/course changes; initiating arrangements for the selection of cash-based academic teaching staff (see also 'Human Resources' below); and monitoring teaching needs as the session proceeds, taking appropriate steps to meet unexpected student demand and/or changes in staffing.
- Working closely with the Head of Department to facilitate the management of academic staff leave.
- Managing the Department's IT budget for staff and students.
- Allocating departmental space and advising the Head of Department on the strategic needs of the Department.

### Human Resources Responsibilities

- Taking key administrative responsibility for the appointment of cash-based academic teaching staff.
- Producing induction material for cash-based academic teaching staff and working with the Head of Department on monitoring their performance.
- Recruiting support staff.

- Managing support staff in their areas of responsibility and ensuring continuing professional and personal development.
- Reviewing and developing support staff working practices and administrative procedures to ensure academic staff and students receive a high quality administrative service, taking disciplinary action, if necessary.
- Where appropriate, taking part in the recruitment and mentoring of other support staff within the School.
- Supporting the Head of Department on matters relating to academic staff and advising when appropriate, including assisting with management issues and the procedures of annual review and recruitment.

### **Committee Membership**

- Sitting as an advisory member on a range of departmental committees, thereby contributing to the decision-making of the Department.
- Servicing departmental committees, delegating where appropriate.
- Overseeing the flow of information between committees, the Department and the School as necessary.
- Actively participating in the decision-making at School committee level through membership of committees, IT academic support user groups, ad hoc working parties and focus groups.

### **Student Administration**

- Taking overall responsibility for the administration of the graduate admissions process, including the initial direction for the selectors and, where appropriate, support staff.
- Ensuring the smooth operation of the induction programme and subsequent social programme, including weekend conferences.
- Taking editorial responsibility, in liaison with relevant academic staff, of handbooks for registered students and, where necessary, creating new publications for use by the Department based on policy-making on a School and departmental committee level.
- Ensuring the development of the Department's teaching programme and its implementation in accordance with School regulations and decisions taken by departmental committees, with particular reference to timetabling and Calendar entries.
- Orchestrating the examination process at departmental level, from the production of examination papers to the final results, in liaison with external examiners, exam board chairs and, where appropriate, support staff.
- Giving support, guidance or pastoral care where standard procedures do not always exist, and judging when to refer the individual for professional help.

### **Quality Assurance (reviews)**

- Reviewing and revising working practices in accordance with: the requirements of internal and external audit assessments; the Department's best practices; and School regulations relating to student and course administration.
- Contributing to and preparing departmental assessment reports for the various teaching and research assessments both at the departmental level and across units of assessment, where appropriate.

## Public Relations

- Establishing effective liaison with the School's Administration.
- Taking overall administrative responsibility for departmental conference organisation and delegating as appropriate.
- Participating in the marketing of the Department through the projection of its image to external bodies and prospective students through electronic and other media.

## Legal Duties

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### 1. Employment Law:

- Ensuring that selection and recruitment of support staff is undertaken in accordance with School procedures and employment law.
- Undertaking counselling and discipline of support staff in accordance with School procedures and employment law.
- Acting as a point of reference for the Head of Department regarding academic appointments to ensure that the Department follows School procedures in accordance with employment law.
- Being proactive in seeking assistance from the Human Resources Division on matters of employment law where these are unclear.

### 2. Equality Act 2010

- Being familiar with staff responsibilities under the Equality Act 2010. The Act, which came into force on October 2010 provides a cross-cutting legislative framework to protect the rights of individuals and advance equality of opportunity for all. In practice, managers must consider such things as making reasonable adjustments and taking steps to avoid discrimination in the areas of age, disability, gender reassignment, marriage and civil partnership, race, religion and belief, sex and sexual orientation. These kinds of actions are usually achieved with the help of the School's Human Resources Division or welfare services, such as the Disability and Wellbeing Office for students. Another useful source of advice is the School's Diversity Adviser, Ferhat Nazir-Bhatti, who is based in the Planning and Corporate Policy Division.

### 3. Data Protection Act (DPA)

- Acting as a reference point to the Department regarding the relevant sections of the DPA. You should be aware that an employee is entitled to see what the DPA calls his/her 'personal data'. This definition is broad and usually includes any information (eg files, notes or emails) from which a person (or 'Data Subject') can be identified. You should get in touch with the School's Data Protection Officers, Dan Bennett or Rachael Maguire, if you require further advice. They are based in the Planning and Corporate Policy Division.

### 4. Health and Safety Act (HSA)

- Ensuring that the relevant provisions of the HSA are implemented, in liaison with the Head of Department. The School's health and safety team, Ann O'Brien and Lisa von Schlippe, is based in the Planning and Corporate Policy Division. It advises on all aspects of health and safety, including mental health and wellbeing, work station assessments and the safety of your physical environment. The team has also had involvement in risk assessments notably for overseas fieldwork.

### 5. LSE Financial Regulations

- You and your department should be aware of, and familiar with, the School's Financial Regulations, which sets out lawful and ethical practices for all financial matters at LSE, and who to contact report malpractice. You can find the Regulations on the web, and get more information from Ashley Wang in the Finance Division, [a.wang@lse.ac.uk](mailto:a.wang@lse.ac.uk).

# Top Tips for Heads of Department inducting a new DM

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## Before the DM arrives:

1. Ask a member of the admin team to contact the department's cluster support informing them of the DM's arrival date and request an email account username and password.
2. Prepare/arrange the preparation of a small welcome pack of essential material e.g. departmental contact list, restaurants and cafes in the School, list of Head of Departments and DMs etc.
3. Encourage the DM to send their signed contract in to HR prior to their start date in order that issues/problems can be raised and resolved prior to arrival at the School.

## On the DM's first day:

1. Ask the DM to arrive at 10am rather than 9.30am so all admin staff are settled.
2. Be there to meet the DM on their first day (preferably when they arrive or shortly after).
3. Take the DM on a tour of the Dept and introduce them to admin staff and key faculty.
4. Ask a member of the support staff team to show the DM where departmental facilities are e.g. toilets, kettle, coffee machine etc. and prepare a list of codes if you have doors with digilocks.
5. Recommend somewhere for the DM to have lunch that day/offer to take them for lunch.
6. Arrange a meeting to discuss key issues/working practices within the first week. Including:
  - How the department is organised i.e. academic and administrative roles.
  - Where the department fits into the School structure.
  - How the DM role fits into the department's structure.
  - A brief introduction to teaching and research activities. A brief explanation of how the Department will develop in the next few years and the DM's role in achieving this.
  - A brief mutual exploration of how the working relationship between you and the DM should develop, including a schedule for probationary reviews and appraisals and division of responsibilities.
7. Advise the DM of your working hours and establish a system of regular contact.
8. Introduce the DM to the department's accounts.
9. Identify key divisions for the new DM to arrange meetings with e.g. Finance, the Planning Unit, HR, RD etc.
10. Ensure the DM contacts the department's cluster support to arrange access to the varied software applications they will use e.g. Aptos, SITS, the HR database etc.
11. Inform the DM of the Academic Managers' Forum and its Academic Managers' staff intranet. Encourage the DM to email other DMs in the School using [AcademicManagers@lse.ac.uk](mailto:AcademicManagers@lse.ac.uk) to introduce themselves and request to be added to the mailing list.
12. Ask the Fire Officer to show the DM where the fire exits are and explain the fire evacuation procedures and the Health and Safety Officer to provide a copy of the Health and Safety policy.

# National Student Survey

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**The School's overall satisfaction scores in the National Student Survey have risen sharply in the past three years. In 2009 the score was 76%; in 2010, 80% and in 2011, 84%.**

This is down to Departments working hard to improve the number of students responding to the survey and positive responses by Departments to the recommendations of the Teaching Task Force led by Professor Janet Hartley.

Departments have targeted initiatives designed to address student concerns; they have listened to what students want and made them feel engaged within the department. Important factors included improving feedback to students, for both assessed work and exams, and providing high quality GTAs so that teaching was of a good standard.

The list below reflects actions taken by some Departments to improve NSS response rates:

- The Head of Department wrote/mailed all students individually asking them to complete the survey.
- Students were set reminder emails to complete the survey.
- The Head of Department attended 3rd year student lectures asking them to take part in the survey – explaining its importance.
- The Head of Department sent personal emails to the students informing them of what was happening in the department, to make them feel informed and engaged.
- Posters advertising the NSS were placed around the department.
- The department website had a direct link to the survey.
- The NSS was an item on the agenda of the SSLC.
- UG focus groups were arranged to find out what students wanted. This resulted in:
  - prioritising timely, well-organised feedback from full-time academic staff on assessed work
  - creating a common room within the department
  - making students feel part of the department.
- The UGs had a single point of contact regarding academic advice which led to improved relations.
- The department instituted Feedback Sessions and Office Hours in a welcoming environment.
- The department employed high calibre GTAs.
- The department arranged a one-day conference for UGs, Masters and research students, leading to the publication of a volume of a student journal.
- Departmental parties created a good atmosphere and a sense of community.
- In 2010 the department invited the national Higher Education Academy Economics Network to run a Focus Group to find out precisely why students were not satisfied.
- The department attempted to obtain and analyse data on what their students wanted.
- The department put resources into providing an UG Tutor to advise students.
- Making the teaching good and keeping it good was really the key. Our teachers have worked on this – on being enthusiastic and not just rigorous.
- The department set up and maintained an exam performance feedback system.

- The department worked more closely with TRCs Guest Teachers and GTAs to ensure the survey was completed.
- The department facilitated dialogue and closer co-operation with Graduate Teaching Assistants and Guest Teachers, which resulted in quality of teaching to a higher standard; and this was reflected in the higher student satisfaction rate.
- The department introduced the Essay Feedback initiative for students ie compulsory return of first essay in any new session.

# Academic Registrar's Division:

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## Issues for the coming year 2012–2013

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This is a list of issues which are high on the ARD's agenda, in no particular order.

1. The new undergraduate fees regime continues to put a spotlight on the efforts universities make in the name of widening participation: and the School will be seeking to ratchet up its own efforts over the next two years and beyond. It seems likely that we will be coming to departments to ask you to engage in new outreach and access projects. We hope we can count on your support.
2. There are several developments looming in relation to undergraduate admissions. Fortunately, UCAS and the government have abandoned plans for a "post-qualified admissions" scheme which would have meant a massive overhaul of systems. However, we continue to work on ways of making more use of "contextual data" in our admissions processes, i.e. information which sets the applicant's academic performance in the context of his/her social and school background. Also, the Secretary of State for Education has called on the Russell Group to become more involved in the development and design of A-levels to ensure they are fit for purpose and a proper preparation for university. We will liaise with the Russell Group and the exam boards, as necessary, but we may ask Departments for their views on the A-level curriculum to feed into the wider debate.
3. The UK Border Agency and the points-based system for student visas continues to present serious challenges for the School, not least because the area seems to be subject to almost constant changes in policy and rules. It affects both applicants who are trying to get into the country and those who are already here. The penalty for non-compliance with UKBA policy and procedure would be the withdrawal of the School's Highly Trusted Sponsor Status (HTS). We urge departments to continue the completion of student registers at both undergraduate and graduate level, as these provide evidence of student contact with the School. Also, if you are approached by the UK Border Agency e.g. about an individual student, please don't reply direct: instead, you should make sure the reply goes through us – the UKBA is very fussy about getting its information in very particular ways. Simon Beattie (Admissions) is the source of knowledge on visa matters to do with applicants, and Julie Allen (ISIS) on current and returning students.
4. We are working with the MIS LSE for You team to improve the graduate on line course choice and seminar sign up systems. We implemented two rounds of changes last year, and will introduce further enhancement in September. If your department has any special issues or requirements you are very welcome to get in touch with me or Elena Lo.
5. We are also working with ITS to create a new online Course Information System (CIS), which will come online later in the 2012-2013 session. This system will hold all LSE course guide information (e.g. AC100) and replace the current 'new course proposal form' Word document. The aim is to link the CIS to our existing information systems and remove the potential for inconsistencies across these systems and related published information. CIS will make course guide content more searchable and provide better management information via more structured data (e.g. the proportion of summative coursework to exams). We are also considering how to extend the CIS Course Guides to provide statistics about courses for appropriate audiences.
6. Two major new external demands will come to the fore in the coming academic year. The first is 'key information sets' about individual undergraduate programmes for potential applicants – rather like food labelling or information packs for home buyers. The KISs will be published at the end of September 2012 on a new 'Unistats' website. Prospective applicants will be able to compare the main 'attributes' of undergraduate programmes from different institutions, e.g. the proportion of scheduled learning and independent study, the typical proportion of assessment modes, cost, support, NSS scores, and employment and salary information. We will also be required to embed a widget on appropriate pages of our website so that potential applicants can get at this information from the School's site, too. We will know the details of what our KISs

will contain in July, when HEFCE adds the latest NSS and DLHE data. We will have a week to preview our competitors' KISs in September before the Unistats site goes live. We believe that the categories being used for 'graduate jobs' are less favourable than the models some league tables use. But we will not know how we compare until later in the summer, when we will provide a further update.

7. The second external demand is 'Higher Education Achievement Records', a glorified form of student transcript that covers both academic and non-academic achievement. However, we have found little appetite for the official version of the HEAR amongst either students or employers. Instead, we will be introducing a student-controlled 'aide memoire'. The information about student achievement will be populated from a range of School systems. But it will also allow students to enter their own entries, and will be organised by activity and skills (e.g. membership of committees, participation in Widening Participation activities, enrolment in Teaching and Learning Centre skills-based sessions, etc). We are on track to roll this out at – or very shortly after – the start of the 2012/13 academic session.
8. The Student Affairs Committee has approved revised guidance to Chairs and members of SSLCs. It aims to encourage the discussion of both Departmental and School-wide issues. The majority of SSLCs provide a regular and effective forum for students to participate in decision-making and to provide feedback on their courses, programmes and the School environment. The most effective have a good number of student representatives from each year of a programme. We would ask that Departments encourage the presence of senior staff at SSLC meetings – this sends a message that the meetings are important and encourages student attendance.
9. In 2010-2011 we had a QAA Audit which went about as well as could be expected from the School's point of view. Inevitably it has left us with a string of recommendations to attend to. TLAC has approved an 'action plan' setting out how the School will respond. For the coming year, we will be holding a moratorium on TLAC reviews so that TQARO can amend their style and approach. TQARO will also be developing guidance to help Departments to monitor and review their courses and programmes more effectively. Mark Thomson will be consulting Departments about this in the Michaelmas Term.
10. Professor Paul Kelly will succeed Janet Hartley as Pro-Director from the 2012-2013 session. In terms of major new teaching and learning initiatives, we might be in touch with you to discuss how internal survey data are used. We will also continue to monitor your engagement with School policy on feedback to students which the Academic Board approved in June 2010.
11. Moving to examinations at undergraduate and postgraduate level, Registry is responsible for producing final hard copies of over 950 different exam papers for the exam season. The exam paper submission deadline for Departments is the Friday of LT Week 10+1. The exam period begins at the start of the seventh week thereafter. It is enormously helpful when Departments submit exam papers on time. It may appear that we ask for them a long time before the exam period, but Registry has five weeks to produce all papers in time for distribution to students. In this time staff have to proof the submitted papers e.g. page and question numbering, syllabus covered, question weighting and follow up a high number of queries. It is very much appreciated if the papers can be submitted on time.
12. Also on exams, we find that we sometimes need to contact Heads of Departments within the exams season because of problems caused by errors in the examination papers departments send us. It is very difficult to eliminate errors altogether, especially in quantitative papers. But where they occur they cause disproportionate stress to students and also considerable administrative fall-out. Most of the fall-out falls on Sub-Board Chairs: but Heads of Departments can help by encouraging colleagues to check and re-check the papers they set. One idea we would suggest, especially in departments where the papers are complex and difficult, is to arrange for PhD students to 'sit' the papers before they are sent forward for printing. Problems of this kind are handled in the Student Services Centre by Damian Roberts and Sneha Solanki.
13. In the PhD area problems sometimes occur in two particular areas: (a) decisions on whether or not to upgrade marginal students and (b) problems within the examination process itself. If you



can help by encouraging colleagues to liaise with us, that would be much appreciated. The earlier you involve us, the better. Often the answer is good paperwork: we know that paperwork is a chore, but it does serve a purpose, for example if a case turns difficult or nasty later on. Also, your help in encouraging colleagues to be quick in handling their parts of the PhD examination process, especially in appointing examiners and arranging vivas, would be much appreciated.

14. There have been a number of other changes in the PhD areas, post-Woolf, e.g. revised admissions criteria from 2013, and an expanded remit for the Research Degrees Sub-Committee. You will also know that the School is running an iThenticate pilot from 1 January 2013 to 30 September 2013, during which all PhD theses are to be submitted through the software immediately prior to examination. The School has also recently published a statement on editorial assistance.
15. We will be introducing the expanded PhD funding scheme for 2013 entry, which will see LSE award 59 full scholarships to research students at the School. Departments will continue to nominate their best research applicants, with the PhD Scholarships Awards Panel making the final selections. The Research Committee will agree a broad steer on departmental allocation, and APRC (with Student Numbers and Fees Group) will continue to monitor annual budgets and progress. It is likely that we will run two or three selection panels between January and June. This LSE scheme will run alongside our allocation of ESRC and AHRC studentships in line with criteria set by the Councils – the Panel will continue to approve nominations for these studentships. The Financial Support Office will run briefing sessions for academic departments on the operation of the new scheme, including how it will run alongside the Research Council awards, in the Michaelmas Term.
16. Finally, and perhaps most importantly for this purpose, we in ARD have been in discussion with Departmental Managers about ways of strengthening our relationship with departments. Any input you may have on this – for example, topics we should be tackling, formats we should be using – would be gratefully received.
17. If you have queries on any of the matters covered in this brief overview, you are very welcome to get in touch with me direct.

**Simeon Underwood**

June 2012

## Academic Registrar's Division: Organisation and Responsibilities

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### 1.Divisional structure

#### Central

Academic Registrar Simeon Underwood  
Secretary to the Academic Board Ray Donovan-Hill  
Personal Assistant Linda Newman

Head of Systems and Business Processes Mike Page

IT Project and Information Manager Elena Lo

#### Data Management Unit

Student Record Systems (SRS) Manager Nena Lekic  
Management Information Officer Mark Devlin  
Student Record Systems Support and Reporting Officer Tom Richey  
Student Record Systems Support and Development Officer Kat Forster  
Student Record Systems Support Officer Andrew Kaufman

#### Recruitment and Admissions

Head of Recruitment and Admissions Catherine Baldwin

#### Undergraduate Admissions

Undergraduate Admissions Manager Hrilina Lock  
Admissions Specialists Linda Hamer, Debbie Nicholls, Surinder Notay, Janice Stranaghan  
Admissions Officers Andrea Henrichfreise, Carl Williams  
Administrators Ruth Armstrong, Katy Greenslade, Natalie Lacey, Dominic Millns, Adrian Roye

#### Graduate Admissions

*Graduate Admissions Manager* Simon Beattie  
*Office Manager (Operations)* Julia Gallimore  
*Customer Service Manager* Bryan Pilkington  
*Technical Manager* Indra Panch  
*Officer (Procedural and Training)* Telly Maukonen  
*Senior Administrators* Rachel Dunbar, Beckie King  
*Economics and Visa Specialist* Abel Tao  
*Technical Specialist* Christina Ruby  
*Administrators* Rob Appleton, Sabina Chowdhury, Sophie Douglas, Judith Josiah, Lordina Osei-Asante, Louise Phuong, Daniel Przybylski, Mark Seager

#### Student Recruitment and Widening Participation

Student Recruitment and Study Abroad Manager Will Breare-Hall  
Student Recruitment Officers Alice Else, Lucy Green, Angela Heywood  
Student Recruitment and Study Abroad Coordinators Darren Duffy, Dan Newby, Yohei Guy  
(*maternity cover for Maaïke van der Heijden*)  
*Student Recruitment Administrator* Holly Mason  
Widening Participation and Community Engagement Manager Sam Paxton Officer  
(currently on maternity leave)  
Widening Participation Officers Lucia Byrne, Niaomi Collett  
Widening Participation Coordinators Alexandra Smith, Joanna Pink (currently on maternity  
leave), Alison Segal  
Market Intelligence Officer Alison Taylor  
Marketing Officer Phil Wood  
Student Recruitment Office Manager (Vacancy)

**Financial Support**

Manager Sue Plater

Deputy Managers Rose Harris, Cat Todd

Senior Assistants Astrid Soiza, Kavita Sidhu

**Student Administration**

Head of Student Services Centre Christine Child

Deputy Head of Student Services Centre Shirley Banks

PA to Head of SSC and Associate Dean for the General Course Mollie Everett

Assessment Regulations Manager Sneha Solanki (from 28 May 2012)

Assessment Regulations and Complaints Officer Martin Johnson

**Advice and Reception Team**

Advice and Reception Manager Gavin Eves

Deputy Advice Manager Stephanie Finney

Senior Student Services Adviser Stevie Wise

Student Services Adviser Rosie Jones

Executive Assistant to the Dean of Undergraduate Studies and Dean of Graduate Studies  
Debra Ogden

**International Student Immigration Service**

International Student Immigration Manager Julie Allen

International Student Immigration Adviser Rachel Shilling

**Registry**

Manager Damian Roberts

Deputy Managers Therese Holmqvist, Marion Hancock, Robert Mintrum

Senior Assistants Katrina Etheridge, Ashley Davis, Andrea Elsik

Assistants Peter Chiazese, Patricia Lawrence, Larissa Leech, Daniel Peel

**Timetables**

Manager Linda Taylor

Deputy Manager Mandy Li (on maternity leave until 2 January 2013)

Assistant Daryl Horn

**Research Degrees**

Manager Louisa Green

Deputy Manager Matthew Brack

Senior Assistant Loraine Evans

**Teaching Quality Assurance and Review**

Assistant Registrar/Head of TQARO Mark Thomson

Communications Manager Liz Cowan

Surveys Manager Richard Leppington

TQARO Administrator (Vacancy)

**LSE Office for the University of London International Programmes**

Director of the University of London International Programmes at LSE Dr Keith Sharp

Head of the LSE Office for the University of London International Programme John Ferrá

Director of Institution Liaison Ropsemary Gosling

Publications and Projects Co-ordinator Sarah Douglas

Examinations and Finance Officer Simon Jolly

Institutions Liaison Officer and PA to the Director Rachel Gibson

Online Resources Administrator Craig Summerton

Administrative Assistant (Vacancy)

## 2. Locations

People/office	Building	Area
Academic Registrar	Tower 2	Sixth floor
Admissions – Graduate	Tower 2	Seventh floor
Admissions – Undergraduate	Tower 3	Seventh floor
Data Management	Tower 2	Seventh floor
Deans' Secretary	Old Building	Student Services Centre
Financial Support	Old Building	Student Services Centre
Head of Recruitment and Admissions	Tower 2	Sixth floor
International Programmes	Tower 2	Sixth floor
Secretary to Academic Board	Tower 2	Sixth floor
Student Administration	Old Building	Student Services Centre
Student Recruitment	Tower 3	Seventh floor
Students: Advice and Reception	Old Building	Student Services Centre
Students: Registry	Old Building	Student Services Centre
Students: Research degrees	Tower 2	Sixth floor
Students: Timetables	Aldwych House	Third floor
TQARO	Tower 2	Sixth floor
Widening Participation	Tower 3	Seventh floor

## 3. Subject index

Subject	Person	Extension
Admissions – Graduate (Internal queries)	[Selectors' Hotline]	6799
Admissions – Graduate (overall)	Simon Beattie	6928
Admissions – Undergraduate	Carl Campbell	7170
Admissions – Undergraduate (overall)	Hrilina Lock	7473
Appeals from students	Sneha Solanki	7149
Assessment misconduct	Sneha Solanki	7149
Audit (academic), institutional	Mark Thomson	6114
Bologna and EU developments	Christine Child	7457
Calendar	Liz Cowan	6387
Ceremonies	Ashley Davis	7966
Certificates of registration	Therese Holmqvist	7758
Data quality	Nena Lekic	4953
Deans (UG and PG Executive Assistant)	Debra Ogden	6860
Degree certificates	Patricia Lawrence	6202
Erasmus	Yohei Guy	3676
Examination statistics	Tom Richey	5263
Examinations – complaints	Sneha Solanki	7149
Examinations – regulations	Sneha Solanki	7149
Examinations – results processing	Rob Mintrum	6620
Examinations – scheduling	Damian Roberts	7148
Examinations – special circumstances	Shirley Banks	7151
External Examiners – appointment and payment	Katrina Etheridge	7770
External Examiners – reports	Mark Thomson	6114
Examiners – records and payment	Damian Roberts	7148

Fee assessments (applicants)	Carl Campbell/ Julia Gallimore	7170/ 6071
Fee assessments (existing students)	Julie Allen	6853
Financial Support	Sue Plater	7163
General Course: admissions	Will Breare-Hall	7928
General Course: overseas links	Will Breare-Hall	7928
General Course: recruitment	Will Breare-Hall	7928
Institutional audit	Mark Thomson	6114
International Programmes – general enquiries	(Vacancy)	5327
Management information – general	Mike Page	5216
Marketing	Phil Wood	6133
Mentoring (student)	Stephanie Finney	7350
National Student Survey	Richard Leppington	6266
Orientation (student)	Stephanie Finney	7350
Prospectus – editorial	Catherine Baldwin	6750
Prospectuses – production	Phil Wood	6133
QAA	Mark Thomson	6114
Quality assurance	Mark Thomson	6114
Recruitment – General Course	Will Breare-Hall	7928
Recruitment – overseas	Will Breare-Hall	7928
Recruitment – UK and Europe	Alice Else/Lucy Green	3694/3696
Recruitment – events at LSE, eg Open Days	Lucy Green	3696
Recruitment – promotion of new programmes	Phil Wood	6133
Registration – course choice	Rob Mintrum	6620
Registration – programme	Therese Holmqvist	7758
Research students – admission	Julia Gallimore	6071
Research students – complaints and appeals	Louisa Green	6766
Research students – examination, records, regulations	Matthew Brack	7153
Research students – policy	Louisa Green	6766
Research Councils – awards	Rose Harris	7162
Research Councils – policy	Louisa Green/Sue Platter	6766/7163
Schools liaison – widening participation initiative	Sam Paxton	3642
Schools liaison – other	Lucy Green	3696
Specific exam arrangements	Therese Holmqvist	7758
Spotlight (Divisional newsletter)	Tom Richey/Astrid Soiza	5263/7751
Staff matters	Simeon Underwood	7121
Staff development and training (ARD)	Beckie King	2393
Student academic/pastoral advice and referral	Gavin Eves	7139
Student administration – general	Christine Child	7457
Student finance	Sue Plater*	7163
Student questionnaires	Richard Leppington	6266
Student records	Therese Holmqvist/ Robert Mintrum	7758 6620
Student records systems	Nena Lekic	4953
Student Service Centre – general	Christine Child	7457
Student Service Centre – reception and counter	Stephanie Finney	7350
Summer Schools (under 19s: HEFCE etc)	Sam Paxton	3642

Teaching surveys	Richard Leppington	6266
TLAC reviews	Mark Thomson	6114
Transcripts	Robert Mintrum	6620
Timetables	Linda Taylor	7192
Visas	Julie Allen/Rachel Shilling	4927/6853
Website – Financial Support	Cat Todd	7155
Website – Student Services Centre	Stephanie Finney	7350
Website – study channel	Cath Baldwin/Phil Wood	6750/6133
Website – TQARO	Liz Cowan	6387
Widening participation	Sam Paxton	3642
Widening participation – CHOICE	Sam Paxton	3642

\* Except for fee collection and US and Canadian loans, which are dealt with by the Fees section of the Finance Division

#### 4 Committee secretaries

Academic Board, including Agenda Committee	Ray Donovan-Hill	7120
Academic Nominations Committee	Ray Donovan-Hill	7120
Appeals Committees	Sneha Solanki	7149
Assessment Misconduct Panels	Sneha Solanki	7149
Departmental Tutors Consultative Forum	Gavin Eves	7139
Disability and Diversity Consultative Forum	Stephanie Finney	7350
Doctoral Programme Directors Forum	Louisa Green	6766
Financial Awards Panel	Rose Harris	7162
Graduate Admissions Tutors Consultative Forum	Simon Beattie	6928
Graduate School Board of Examiners	Sneha Solanki/Damian Roberts	7149/7148
Graduate Studies Sub-Committee	Liz Cowan	6387
International Programmes Board	John Ferrá	5327
Law Board of Examiners	Sneha Solanki/Damian Roberts	7149/7148
Research Degrees Sub-Committee	Matthew Brack	7153
Research Programme Directors Consultative Forum	Matthew Brack	7153
Research Students Consultative Forum	Louisa Green	6766
	Mollie Everett (for LT 2012)	
School Board of Examiners: BA/BSc	Sneha Solanki/Damian Roberts	7149/7148
Specific Examination Arrangements Panel	Therese Holmqvist	7758
Student Affairs Committee	Mark Thomson	6114
Student Progress Panel	Gavin Eves	7139
Taught Graduate Students Consultative Forum	Gavin Eves/Debra Ogden	7139/6860
Teaching, Learning and Assessment Committee	Mark Thomson	6114
Teaching and Learning Innovation Sub-Committee	(Vacancy)	6765
Undergraduate Admissions Tutors Consultative Forum ('virtual' forum)	Hrilina Lock	7473
Undergraduate Students Consultative Forum	Gavin Eves/Debra Ogden	7139/6860
Undergraduate Studies Sub-Committee	(Vacancy)	6765

Last updated 15 June 2012

## External Relations Division

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**Note** that we have avoided giving web page links because URLs are changing as the web improvement process and migration to the new Content Management System continue. Searching will be more enduringly reliable.

### External Relations Division

External Relations Division was set up in 2007 to help raise the profile of the School and its work externally, and provides academic departments and other parts of the School with a number of externally-facing services.

### Use of the LSE name and logo

LSE's name and logo are integral to the School's reputation and are enormously valuable. We are stepping up efforts to ensure that our name and logo are only used where appropriate and in the correct way, whether in print or online, and hope to publish new guidance shortly. For example, in principle the logo may only be used by units of LSE (not by third parties whatever their relationship with LSE) and even then only in the approved way. Heads of Department should ask all their staff to consult Design Unit in External Relations Division on any new proposal for use of the LSE name and logo. For contacts, [search for Design Unit from the LSE home page](#).

### Design services

Design Unit ([search for Design Unit from the LSE home page](#)) offers high-quality design services for both print and online outputs. Services are free to academic departments, except for urgent or exceptionally demanding projects which require external services to be bought in. Heads of Department should please advise their staff accordingly.

### Press and media work

LSE's press function has been strengthened and made more proactive since External Relations Division was formed in 2007. Heads of Department should advise all staff needing press or media help to contact Press Office ([search for Press Office from the LSE home page](#)). Since 2008 extra help funded by HEIF has been provided to help "translate" academic research into forms accessible to wider readerships, such as the media. This under HEIF5 will continue until at least 2015.

### Web services

Web Services are guardians of School policies on website design, construction and development, and provide many of these services directly. Heads of Department should advise all staff needing web help accordingly ([search for Web Services from the LSE home page](#)).

### Academic partnerships

Academic Partnerships are responsible for oversight of the School's select number of institutional partnerships worldwide, and can assist with linkages at a lower level such as arrangements between LSE departments and departments of other universities overseas ([search for Academic Partnerships from the LSE home page](#)).

### Arranging public lectures and other events

The Conference & Events Office arranges room bookings for events and can assist with many aspects of event arrangement at LSE ([search for "Conference Events" from the LSE home page](#)).

### Engaging with LSE alumni

External Relations Division helps the Office of Development and Alumni Relations engage with alumni, for example by funding certain additional activities by academics on overseas visits, under the Linking-Up programme ([search for Linking-Up from the LSE home page](#)). Also see ODAR's entry in this handbook.

**Increasing your department's engagement with wider, non-academic audiences**

Given the breadth of its remit – to raise the profile of the School and its work externally – External Relations Division may be able to help departments in other relevant areas which are not specifically mentioned above or elsewhere ([search for External Relations Division from the LSE home page to find a suitable contact](#)).

**Robin Hoggard**

Director of External Relations

May 2012



# Finance

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Heads of Department are accounted for the use of the resources at their disposal to the Finance Committee and Council.

## **Heads of Department financial responsibilities – as budget controller the HoD should maintain an overview of:**

- **Staffing budgets** (ensuring that the MSL forms are up to date and in balance);
- **Non-staffing budgets** such as allocations for stationery and printing (set annually by the Academic Planning and Resources Committee (APRC) by formula);
- **Purchasing** – Note that the School's purchasing regulations for goods and services over £8,000 require that a process where a number of alternative quotes to be followed to ensure that you have demonstrated that value for money has been obtained. You are advised to consult with your Departmental Manager who should be familiar with the process and the Purchasing section (Margaret Newson x 6635) of the Finance Division who will be happy to advise;
- **Student fees** – Fee collection is handled by the Finance Division and we follow a fee collection timetable that is agreed each year with the Academic Registrar's and the Students' Union. It sets out the timetable for collection and the sanctions for non-payment. It is always our intention, at the earliest opportunity to establish dialogue with any student that is having difficulty paying in order to identify ways of ensuring they can continue their studies and meet their financial obligations;
- **Departmental endowments/trusts** (e.g.: for prizes, public lectures and etc) – as the endowment budget is incorporated into the School's overall budget, please ensure you are appraised of the amounts available for spending and of any commitments brought forward from earlier years. In the beginning of the Lent Term, the Financial Control section will contact the departments for updates on the year to date expenditure as well as setting up budgets for the following year.

In all these matters if you require assistance please contact the Academic Departments' budget adviser – Liz Bunting. We suggest you schedule a one-to-one meeting with her where she can brief you on your department's budget and other related issues and your responsibilities as a budget controller.

## **Heads of Department's financial responsibility as a budget controller or budget holder**

Heads of Department are likely to be budget controller for a range of departmental accounts. As budget controller they are responsible to the Director of Finance & Facilities and the Finance Committee for the management of budgets within their control. For most budgets this responsibility is operationally discharged by a budget holder. The Finance Division can provide a list of department budgets and their current authorised budget holders and controllers.

Budget holders are members of staff who are responsible with their staff for the day-to-day management of the budgets they hold. They will be responsible to their budget controller (normally head of division/department) for the management of that budget. They will normally be personally responsible for authorising expenditure against the budget (although authority may be delegated with Finance Director's approval). A budget controller can set an upper limit on the level of authorisation that the holder can exercise.

**Financial responsibility as a budget controller (Heads of Department):**

- a. update the Finance Division any changes in budget holders or level of authority;
- b. ensure new members of staff in the department who will be in charge of budgets should undertake financial training provided by the Finance Division.

**Financial responsibility as a budget holder (department staff) to the budget controller:**

- a. monitor expenditure and maintain records of outstanding purchase orders and known future items of unavoidable expenditure to ensure that the total budget for the year is not exceeded, and to notify their budget controller and the Finance Director of both actual and potential negative and positive variances as soon as information becomes available;
- b. monitor income budgets and notify their budget controller and the Finance Director of both actual and potential negative and positive variances as soon as information becomes available;
- c. on request, provide information to the Finance Director on the most likely outturn for the year (on both income and expenditure budgets) to assist the preparation of accurate financial forecasts;
- d. report as soon as possible to their budget controller and the Finance Director if it is foreseen that the budget for the year (either expenditure or income) will be subject to a variance of +/- £5,000;
- e. ensure that purchasing and tendering procedures are carried out in accordance with the financial regulations (Purchasing Section will assist in this area);
- f. work with Purchasing Section for a tender when purchasing goods or services costing £8,000 or more you should specify the requirements in the form of a tender specification and obtain at least 3 written quotes;
- g. monitor pay commitments against the MSL2 forms that control staffing budgets;

Unspent balances on MSL's and departmental outside funds are automatically carried forward at the year end. For other unspent budgets are not normally carried forward unless the Finance Director has approved a specific scheme for carrying forward all or part of the unspent amounts. Approval for carry forward will require detailed plans for the proposed use of the balances.

**Financial regulations and legislative framework:**

There are two key documents: the Financial Regulations

(<http://www2.lse.ac.uk/intranet/LSEServices/financeDivision/Financial%20Regulations.aspx>)

and the Account Payable User guide

(<https://www2.lse.ac.uk/intranet/LSEServices/financeDivision/internal/staff/staff.aspx>)

You can obtain hard copies from the Cecelia Okereke in the Finance Division. Heads of Department need to familiarise themselves with its contents and ensure that an adequate number of copies are available for reference within their department.

Sections that are particularly relevant include

- A : Status of financial regulations
- C2 : Financial control
- C5.3 Banking arrangements
- C10 Expenditure

- C11 Purchasing
- C13 Salaries, wages and staff benefits
- C14.5 Security
- C16.4 External funding of activities
- C17.5 Non-standard contracts
- Procedure PR1 dealing with suspected fraud, theft, false accounting or breaches of the Financial Regulations
- Procedure PR2 dealing with cash handling
- Procedure PR6 dealing with purchasing
- School Policy SP2: dealing with travel, subsistence and hospitality
- School Policy SP4: dealing with departmental outside funds

### Key Contacts in Finance

Position/area	Name	Extension
Finance Director	Mike Ferguson	7094
Aptos reports (budget)	Keith Adams	6149
Academic budgets/accounts codes/ transaction queries	Liz Bunting	6884
Management accounts/other budgets	Vacant	6616
Fees/student debt	Glenn Ruane/John Curtis	6480
Purchasing and tenders	Margaret Newson	6635
Payments and expense claims	Stuart Sharkey	7878
Endowments/benefits in kind issues	Ashley Wang	5041
VAT and other taxation matters	Stephen Parsons	5046
Insurance	Rudy Ghosh	6268
Travel facilities and taxation matters	Sherry Vaid	6372

We are always happy to provide new Heads of Department with one to one guidance on the use of Aptos, management of their department budgets, carry forward balances, or MSLs. Please contact Liz Bunting to schedule a convenient appointment. Existing department heads and department managers and their staff are also welcome to make use of this service.

### **WE WOULD STRONGLY RECOMMEND THAT NEW HEADS OF DEPARTMENT TAKE TIME TO DO SO.**

In addition to training provided on a regular basis, we are also happy to talk to you and your department about the School's financial regulations.

## Human Resources

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### Welcome to your new role as Head of Department.

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The HR team are here to support and guide you on all aspects of your role which involve staff. This induction session will give you a basic insight into some of the key procedures and you will meet members of HR who are there to support you throughout the year. We would also recommend you familiarise yourself with the material held on the HR section of the School's intranet. In particular we refer you to the recently launched LSE People Management Toolkit – an online tool developed to give Heads of Department reference material and guidance on key people management matters, which can best accessed 24/7 as and when you are dealing with people issues.

Each of you has a dedicated HR Partner who is there to work closely with you and your management team to identify and advise on all staffing issues. Any HR issue can be discussed in absolute confidence with your HR Partner and they are there to support you in exploring and selecting the most appropriate course of action. Your Partner will also alert you to aspects of staff information for your Department, and any relevant changes to employment law.

Development and training support is also available to you through our HR Specialists. They work with the Teaching and Learning Centre (who are responsible specifically for academic development) to provide events relevant to all staff across the School on a wide range of areas including leadership and management. These can be tailored for you, your team or Department, or for a small group of staff such as those involved in managing support staff.

I trust you will find the information on the Induction Day and here helpful, and please feedback to us any areas you felt we did not cover that would be of interest to you. We can in such a short time only give you a summary introduction, but please refer to the links below, and do not hesitate to contact individual staff within HR for further help as staff challenges arise in your role.

I wish you every success and satisfaction in your role as Head of Department.

Thank you

**Chris Gosling**

HR Director

## HR Processes and Support

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As Head of Department, you will be involved in all aspects of staff employment at the School. As well as the academic staff within your area, working closely with your Departmental Manager, you will also oversee academic support staff. References are therefore made to both below.

The most straightforward way to present the various staffing areas is chronologically, from the start of any employment contract through to its end. Of course not all staff will require all steps, nor necessarily in the same order, but this will flag to you the information and help available to you for each stage.

The LSE People Management Toolkit can be accessed at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/learningAndDevelopment/peopleManagement/peopleManagementToolkit.aspx>

## Recruiting staff

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Your HR Adviser can be contacted with any specific enquiries. Alternatively you can talk to one of the Deputy HR Managers, **Sarah Pedder** or **Raj Lakhani**, or your HR Partner. Please see the HR Key Contacts list, accessed at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/excel/HRPartnerlistkeycontacts.xls>

This is one of the biggest HR activities alongside the payroll function. The recruitment website: <http://www2.lse.ac.uk/intranet/staff/humanResources/joiningLSE/recruitingContracting/home.aspx> gives information on the recruitment team in HR and the specialist areas on which they can give advice relating to recruitment across all staff groups. It also gives full recruitment guidance to managers, and all the pro-forma documents you will need when you are recruiting.

Recruitment decisions are key to the sustained reputation and future of the School, and the guidance from HR will ensure you make them according to best practice, in an open, transparent and therefore fair way. The implications and costs to the School of poor recruitment decisions are high and long-lived, so whilst this is a time consuming activity, it repays that investment in volumes.

There are Toolkits available to give you more detail when you are undertaking an appointment, specifically covering the recruitment process and writing advertising copy: please contact [Humanresources@lse.ac.uk](mailto:Humanresources@lse.ac.uk)

All appointments at the School will be subject to eligibility to work in the UK. Employment of non-European Economic Area nationals is a complex area and subject to frequent regulatory change. Please contact your HR Adviser for further information.

<http://www2.lse.ac.uk/intranet/staff/humanResources/joiningLSE/prospectiveStaff/Visas.aspx>

## Pay, Reward and Staffing Information

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Your HR Adviser, Pay can be contacted with specific enquiries. Alternatively you can talk to the HR Manager, **Ben Hancock** (ext. 7879) or his deputy **Norbert Severin** (ext.7922). Please see the HR Key Contacts list, accessed at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/excel/HRPartnerlistkeycontacts.xls>

You and your staff may have queries about individual pay, and also about the way the School's pay scales were developed and work. Information on pay, pensions and reward at the School, including a valuable summary of benefits of working at the School can be found on the following links:

<http://www2.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/staffBenefitsAndPay/staffBenefitsAndPay.aspx>

**Rob Butler**, the HR Manager: Systems and Information (ext. 6339) can advise you on data and reports on many aspects of staff at the School. Working closely with your Departmental Manager and HR Partner, you may wish to explore the standard reports that are available to you, and discuss any specific information you would like to see, either ad hoc or on a regular basis. Please contact Rob if you wish to develop this topic.

## Academic Promotion and Review and Career Progression

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You will receive a separate Handbook later in the year to cover in detail the current School procedures for academic promotion and review, and you will be invited to a briefing session specifically on this area of work. Full information can also be accessed at:

[http://www2.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/promotionAndReview/PromRev\\_Home.aspx](http://www2.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/promotionAndReview/PromRev_Home.aspx)

The School's Career Development Scheme for academic colleagues is detailed at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/changingCircumstancesMovingOn/careerDevelopment/home.aspx>

<http://www2.lse.ac.uk/intranet/LSEServices/divisionsAndDepartments/humanResources/academicAndResearchStaff/careerDevelopment/AcademicCareerDevelopmentScheme.aspx>

## Research Staff Support

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The School has gained European recognition for its work on supporting Research staff, and ensuring they have access and information on standard School procedures.

<http://www2.lse.ac.uk/intranet/staff/humanResources/changingCircumstancesMovingOn/careerDevelopment/researchStaffCareerDevelopment.aspx>

## Academic Staff Leave

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Academic staff leave is covered at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/leave/academicStaffLeave/Home.aspx> and replacement teaching, which you will need to consider when you have staff out for any significant period of time, is also detailed at:

<https://www2.lse.ac.uk/intranet/staff/humanResources/joiningLSE/recruitingContracting/internal/essentialInformation/replacementTeachingBudget/Home.aspx>. This includes information on sabbatical leave.

## Contribution Pay

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As Head of Department, you will be asked to make and support cases for additional increments or lump-sum payments to recognise exceptional performance.

You can access information on procedures and timescales for contribution-related awards for all staff groups here:

<http://www2.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/home.aspx>

The School's salary scales for all staff are available at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/salaryInformation/lseSalaries/salaryScales2011.aspx>

## Development and Training

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**Chris Watt** (ext. 6205) is HR Manager, Organisation and Lifelong Learning and will be able to advise you on individual and group development in addition to that offered by TLC. Alternatively you can talk to your HR Partner.

Whilst the Teaching and Learning Centre traditionally offers a primary link to the development needs of academic staff, the HR Specialist team also deliver a wide range of provision primarily for support staff, encompassing coaching, courses, briefings and practical skills sessions. The coverage extends from work on leadership and management, with a heavy focus on the people-related aspects of the role, through business skills to more broadly defined personal development and wellbeing events.

An increasing volume of activity is developed as bespoke activity, addressing specific issues for specific audiences, with staff development specialists working in partnership with local teams to ensure maximum relevance and 'fit'.

We also run the monthly Flying Start induction programme primarily for staff, which support staff and those in teaching and research roles joining the school outside the standard annual cycle are actively encouraged to attend.

Full details of Lifelong learning provision are available on our website at <http://www2.lse.ac.uk/intranet/staff/humanResources/learningAndDevelopment/Home.aspx>

## Sickness Absence, Grievance, Disciplinary and Capability, Maternity, Paternity and Adoption Leave, and Flexible Working requests

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In the first instance, your HR Partner will be able to advise you on matters relating to these and other staff concerns. The School provides support to staff at all stages of their employment, and this will often include childcare and elderly care commitments. Details of all of the current support and information are updated regularly at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/changingCircumstancesMovingOn/home.aspx>

A series of Manager Toolkits has been developed by the team to help you navigate these procedures, including; Managing Review Periods, Managing Performance, Managing Capability Health, Managing Positive Working Relationships, Managing Disability and Managing Flexible Working. They can be obtained through your HR Partner:

<http://www2.lse.ac.uk/intranet/staff/humanResources/learningAndDevelopment/hrToolkits/humanResourcesToolkits.aspx>

All the information given on the website and in the Toolkits will ensure that you work within current best practice and within the requirements of employment legislation, and the team can advise you further on individual cases as they arise.

## End of Contracts

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Staff leave the School for many reasons and in a number of ways and have different support requirements as a result.

It is particularly important that we appropriately support those on Fixed Term Contracts:

<https://www2.lse.ac.uk/intranet/LSEServices/divisionsAndDepartments/humanResources/internal/managingStaffOnFixedTermContracts.aspx>

Staff contemplating retirement or requesting to work in a more flexible manner as part of their retirement planning may wish review the School's Retirement Guidelines. These guidelines can be accessed at:

<http://www2.lse.ac.uk/intranet/staff/humanResources/changingCircumstancesMovingOn/retirement/home.aspx>

For specific information on pensions to obtain information regarding pensions: **Laura Edge** (ext. 7093) in the HR Services team can give information and advice on pensions.

## Who's Who in HR

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Please visit the HR Who's who to help you in identifying the right person to answer your queries: <http://www2.lse.ac.uk/intranet/staff/humanResources/aboutHR/home.aspx>

**Correct as of 25 June 2012:**

**Chris Gosling** - HR Director

Contact details: 020 7955 6659, [c.gosling@lse.ac.uk](mailto:c.gosling@lse.ac.uk)

**Chris McClelland** – Deputy Director of HR

Contact details: 020 7955 6659, [c.mcclelland@lse.ac.uk](mailto:c.mcclelland@lse.ac.uk)

As well as supporting and deputising for the HR Director, Chris leads the HR Specialist team and works with senior colleagues across the School on strategic and high profile matters in the areas of HR policy, employee relations, organisational development & transformation and HR planning, systems and information.

**Steve Harris** – Head of HR Services

Overall lead on operational activities relating to payroll, resourcing, and outward facing customer services.

Contact details: 020 7107 5275, [steve.harris@lse.ac.uk](mailto:steve.harris@lse.ac.uk)

**Sarah March** – Head of HR Partners

Contact details: 020 7107 5220, [sarah.march@lse.ac.uk](mailto:sarah.march@lse.ac.uk)

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**HR Partners support managers and staff with HR planning and HR related issues in specific areas of the School.**

**Aoife Doyle** works with Anthropology, Biosciences and Society, Centre for Analysis of Time Series, Centre for Civil Society, Mathematics, Media and Communications: contact, ODAR, Residential and Catering Services Division, Social Policy (inc Education Research Group, LSE Housing).

**Fran Hannan**

Fran is currently away from the School, please direct your query to the following HR Partner:

Centre for Study of Human Rights, Grantham Research Institute: contact **Sarah March**

Estates: contact **Lisa Morrow**

European Institute, Hellenic Observatory, Law: contact **Dominic Smith**

Geography & Environment, Centre for Climate Change: contact **Aoife Doyle**

**Joanne Hunt** works with Accounting, Economic History, External Relations, Methodology Institute, Government, International Growth Centre, LSE Health and Social Care (inc PSSRU), Philosophy, Research Division.

Contact details: 020 7955 7854, [j.e.hunt@lse.ac.uk](mailto:j.e.hunt@lse.ac.uk)

**Jane Jennings** – Senior HR Adviser

Supporting the HR Partner team on people management issues across the School Contact details: 020 7955 6670, [j.jennings@lse.ac.uk](mailto:j.jennings@lse.ac.uk)

**Sarah March** works with ARD, Human Resources, Management, and LSE IDEAS.

Contact details: 020 7107 5220, [sarah.march@lse.ac.uk](mailto:sarah.march@lse.ac.uk)



**Lisa Morrow** works with External Study, Gender Institute, International Relations (inc Centre for International Studies), Library, LSE Cities (inc LSE London), LSE Global Governance, Social Psychology, Spatial Economics Research Centre.

Contact details: 020 7849 4687, [l.morrow@lse.ac.uk](mailto:l.morrow@lse.ac.uk)

**Gwen O'Leary** works with APD (Careers Service, Language Centre, LSE 100, Teaching and Learning Centre), Finance, Financial Markets Group, International History, PCPD, CPNSS, Sociology (inc BJS), and Finance Division.

Contact details: 020 7955 7072, [g.o-Leary@lse.ac.uk](mailto:g.o-Leary@lse.ac.uk)

**Dominic Smith** works with Asia Research Centre, Centre for Analysis of Social Exclusion, Centre for Economic Performance, Economics (inc CREFSA, Economica, Gurukl), International Development (inc Crisis States), IT Services (inc CLT) Statistics, STICERD, Summer School and Executive Programmes (STPU), LSE Journals.

Contact details: 020 7955 7782, [d.smith1@lse.ac.uk](mailto:d.smith1@lse.ac.uk)

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**HR Specialists** provide expert advice on policy and employment relations, organisational development, lifelong learning and HR planning, systems and information. The HR Specialists will lead the way with support and guidance to senior management of the School.

**Gail Keeley** – HR Manager, Policy and ER

Contact details: 020 7955 6545, [g.keeley@lse.ac.uk](mailto:g.keeley@lse.ac.uk)

**Eleni Michael** – HR Consultant, Policy Development

Contact details: 020 7852 3672, [e.michael@lse.ac.uk](mailto:e.michael@lse.ac.uk)

**Chris Watt** – HR Manager, Organisational and Lifelong Learning

Contact details: 020 7955 6205, [c.watt@lse.ac.uk](mailto:c.watt@lse.ac.uk)

**Suzanne Christopher** – HR Consultant, Organisational and Lifelong Learning

Contact details: 020 7849 4699, [s.p.christopher@lse.ac.uk](mailto:s.p.christopher@lse.ac.uk)

**Rob Butler** – HR Manager, Information and Systems

Contact details: 020 7955 6339, [r.a.butler@lse.ac.uk](mailto:r.a.butler@lse.ac.uk)

**Sarah Gill** – HR Adviser, Information and Systems

Management information requests and HR systems. Sarah works Tuesday, Thursday and Friday.

Contact details: 020 7955 7536, [s.l.gill@lse.ac.uk](mailto:s.l.gill@lse.ac.uk)

**Rob Reder** – HR Adviser, Information and Systems

Contact details: 020 7955 7172, [r.e.reder@lse.ac.uk](mailto:r.e.reder@lse.ac.uk)

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**HR Services** is responsible for the operational activities and advising on all areas of HR which covers contract management, management of training and development activities, payroll, pensions, planning, project management, recruitment and budgets for divisional activities.

**Ben Hancock** – HR Manager, Pay and Pensions

Reconciliation, audit and overall management responsibility for the payroll and pensions.

Contact details: 020 7955 7879, [b.hancock@lse.ac.uk](mailto:b.hancock@lse.ac.uk)

**Norbert Severin** – Deputy HR Manager, Pay

Queries relating to the day-to-day management of the payroll.

Contact details: 020 7955 7922, [n.severin@lse.ac.uk](mailto:n.severin@lse.ac.uk)

**Raj Lakhani** – Deputy HR Manager, Pay (Currently on secondment within HR Services)  
Queries relating to the day-to-day management of the payroll.

**HR Adviser – Pay**

Providing advice and guidance on all pay related activities.

Contact your HR Adviser (Pay) for general pay queries relating to salaried staff, parental leave, long term sickness and salary sacrifice benefits.

**Dominic Burchnall** – HR Adviser, Pay  
Contact details: 020 7955 7078, [d.j.burchnall@lse.ac.uk](mailto:d.j.burchnall@lse.ac.uk)

**Gizelle Regis** – HR Adviser, Pay  
Contact details: 020 7955 7885, [g.regis@lse.ac.uk](mailto:g.regis@lse.ac.uk)

**Laura Brown** – HR Adviser, Pay  
Contact details: 020 7107 5331, [l.brown@lse.ac.uk](mailto:l.brown@lse.ac.uk)

**HR Administrator – Pay**

Providing contract administration support for hourly-paid staff.

Contact your HR Administrator (Pay) for general pay queries relating to the appointment and administration of hourly-paid staff and staff overtime.

**Juan Du Plessis** – HR Administrator, Pay  
Contact details: 020 7107 5028, [j.duplessis@lse.ac.uk](mailto:j.duplessis@lse.ac.uk)

**Vaiva Bajoriene** – HR Administrator, Pay  
Contact details: 020 7852 3667, [v.bajoriene@lse.ac.uk](mailto:v.bajoriene@lse.ac.uk)

**Mark Jenkin** – HR Administrator, Pay  
Contact details: 020 7106 1188, [m.jenkin@lse.ac.uk](mailto:m.jenkin@lse.ac.uk)

**Susan Perry** – HR Administrator, Pay  
Contact details: 020 7852 3759 [s.perry@lse.ac.uk](mailto:s.perry@lse.ac.uk)

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**Sofia Avgerinou** – HR Manager  
Overall management responsibility for the Resourcing and Career Development Reward functions.  
Contact details: 020 7955 6068, [s.avgerinou@lse.ac.uk](mailto:s.avgerinou@lse.ac.uk)

**Sarah Pedder** – Deputy HR Manager  
Operational management of the Resourcing function.  
Contact details: 020 7955 6303, [s.pedder@lse.ac.uk](mailto:s.pedder@lse.ac.uk)

**Raj Lakhani** – Deputy HR Manager (Currently on Secondment from HR Services, Pay)  
Operational management of the Resourcing function.  
Contact details: 020 7955 6949, [r.lakhani@lse.ac.uk](mailto:r.lakhani@lse.ac.uk)

**HR Adviser**

Managing and advising on all generalist HR activities for an allocated set of departments.

Contact your HR Adviser for advice and guidance on recruiting staff, visiting appointments, maternity/paternity/adoption, occupational health and sickness absence, visas, contracts and MSLS.

**Bhupinder Ubhi** – HR Adviser  
Contact details: 020 7955 6413, [b.ubhi@lse.ac.uk](mailto:b.ubhi@lse.ac.uk)

**Georgina Whitham** – HR Adviser (maternity cover for Natalie Pancheri)  
Contact details: 020 7955 6209, [g.whitham@lse.ac.uk](mailto:g.whitham@lse.ac.uk)

**Inga Achterkamp** – HR Adviser

Contact details: 020 7955 6568, [i.achterkamp@lse.ac.uk](mailto:i.achterkamp@lse.ac.uk)

**Natalie Pancheri** – HR Adviser

Contact details: 020 7955 6568, [n.pancheri@lse.ac.uk](mailto:n.pancheri@lse.ac.uk)

**Pallavi Matmari** – HR Adviser (Mon-Fri, 9:30am-4:30pm)

Contact details: 020 7955 6658, [p.matmari@lse.ac.uk](mailto:p.matmari@lse.ac.uk)

**Sarah McManus** – HR Adviser

Contact details: 020 7107 5242, [s.mcmanus@lse.ac.uk](mailto:s.mcmanus@lse.ac.uk)

**Annie Klu** – HR Adviser (Acts as PA to HR Director)

Contact details: 020 7852 3659, [a.s.klu@lse.ac.uk](mailto:a.s.klu@lse.ac.uk)

### **HR Administrator**

Providing administrative support to all generalist HR activities and co-ordinating training and resourcing initiatives.

Contact your HR Administrator for general HR queries, queries about work already in progress and changes to contracts.

**Kalynka Bellmann** – HR Administrator

Contact details: 020 7955 6671 [k.bellman@lse.ac.uk](mailto:k.bellman@lse.ac.uk)

**Nikhil Kalghatgi** – HR Administrator

Contact details: 020 7955 6672, [n.kalghatgi@lse.ac.uk](mailto:n.kalghatgi@lse.ac.uk)

**Katy Suckling** – HR Administrator

Contact details: 020 7107 5292 [k.suckling@lse.ac.uk](mailto:k.suckling@lse.ac.uk)

**Catalina Harrington** – HR Administrator

Contact details: 020 7106 1139, [c.harrington@lse.ac.uk](mailto:c.harrington@lse.ac.uk)

### **HR Administrative Assistant**

General HR queries, employment references, interview/visa expenses, bank letters, statements of earnings letters, national insurance applications and set-up of staff training courses and Learn For You applications.

**Amy Mamawag** – HR Administrative Assistant

Contact details: 020 7107 5223, [a.mamawag@lse.ac.uk](mailto:a.mamawag@lse.ac.uk)

**Sara Talbi** – HR Administrative Assistant

Contact details: 020 7955 6246, [s.talbi@lse.ac.uk](mailto:s.talbi@lse.ac.uk)

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**Jenny Casey** – Deputy HR Manager, Pensions

Queries relating to the day-to-day management of USS and SAUL pension schemes.

Contact details: 020 7955 7093, [j.a.casey@lse.ac.uk](mailto:j.a.casey@lse.ac.uk)

**Luisa Loughlin** – HR Administrator, Pensions

All necessary administration of USS and SAUL pension schemes.

Contact details: 020 7106 1131, [l.j.loughlin@lse.ac.uk](mailto:l.j.loughlin@lse.ac.uk)

**Meeta Bhatt** – HR Adviser, Career Development and Reward

Research Staff Committee, ASRTCC, queries relating to research staff issues.

Meeta works part-time on Mondays, Tuesdays and Wednesday (am).

Contact details: 020 7955 6943, [m.bhatt@lse.ac.uk](mailto:m.bhatt@lse.ac.uk)

**Jennifer Ciarleglio** – HR Administrator, Career Development and Reward

Promotion and review of academic staff and senior School committees.

Contact details: 020 7955 6217, [j.m.ciarleglio@lse.ac.uk](mailto:j.m.ciarleglio@lse.ac.uk)

## Legal and Compliance Matters

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The School's governing body, Council, is ultimately responsible for legal and compliance matters at LSE. However, it is obviously impractical for it to perform this role on a day-to-day basis, so it delegates managerial (not legal) responsibility to various committees or senior members of staff in the School.

The School's Planning and Corporate Policy Division (PCPD), which is managed by **Andrew Webb**, acts as the focal point for legal and compliance issues, particularly those which relate to governance, students matters (e.g. complaints and disciplinary matters), equality and diversity, health and safety, business continuity, data protection and freedom of information. This is not to say that other service divisions are without legal responsibility. For example, Estates Division is clearly best placed to deal with property law, as is the Human Resources Division for employment matters and Finance Division for the School's Financial Regulations. **Andrew Webb** or the manager of the Legal and Compliance Team in his Division, **Kevin Haynes**, are useful points of contact to either deal with a query or give advice on who should be contacted to deal with it.

This situation is slightly different in academic departments, which are by no means free of legal responsibility, but at the same time are unable to dedicate resources to legal and compliance issues. This being the case, the Central Administration takes the lead of informing, supporting, and where necessary, steering academic departments on their legal responsibilities in a manner that tries to limit the impact on their primary work of teaching and research. However, it should be noted that responsibly for dealing with legal and compliance matters rests with the Departmental Heads of an academic department, usually with the help of his/her Departmental Manager.

Two questions which are often concern the potential liability of academic departments and that of the members of staff in them, particularly when the School incurs legal costs or pays compensation to resolve a dispute. The general rule of thumb in both cases is that there is no liability, provided correct procedure has been followed, or employment duties properly performed.

However, we would normally expect an academic department to cover, or at least contribute, to the payment of any costs, compensation or settlement funds which have arisen because of negligence or fault on its part. The School does set aside money for its legal costs each year, but this fund, which is used to cover a wide spectrum of work that is usually performed by non-profit making areas of LSE, is unable to carry the burden of student disputes or litigation cases. Moreover, the School's liability insurance does not cover legal fees and requires a £50,000 excess charge to be paid before compensation payments can be recovered. My advice is to be vigilant in this area and quick to seek advice from individuals such as Christine Child in the Student Services Centre (for academic appeals and misconduct cases), Louisa Green in the Research Degrees Office (for PhD cases) and Kevin Haynes in the PCPD (for complaints, disciplinary and other matters). In a similar vein, you should contact your HR Partner for advice on staff matters.

With regard to the personal liability of academic members of staff, there is little to worry about provided the member of staff in question has performed the terms of his/her employment contract. If this is the case, then the School's insurance policy, or the School, will cover the costs of any dispute or litigation case, not least because the School is normally held vicariously liable for the tort of its employees. Personal liability can be an issue for a member of staff if s/he is found to be in breach of his/her employment contract, though this kind of scenario is more likely to result in internal disciplinary action than litigation, because most litigants will target the School for financial redress.

On the topic of insurance, I should mention that overseas travel, such as fieldwork and student projects, can affect the level of cover given to a student or member of staff. It is therefore advisable to contact **Kirsty Rottenberry** in the Finance Division (for insurance) and **Ann O'Brien** in the PCPD (for overseas risk assessments).

Finally, Departmental Heads should be aware that the School has a preferred firm of suppliers for legal advice, it being Pinsent Masons LLP. You can contact the firm through **Kevin Haynes** in the PCPD. I have mentioned above that the School has a Central Legal Fees Budget, but that the limited amount of funds are usually kept for its non-profit making divisions and departments. It is also worth noting that disputes between academic members of staff and their publishers are usually viewed as personal disputes, unless LSE is in some way part of a contract.relationship.

**Susan Scholefield**

Secretary of the School

# Business Continuity and Emergency Planning

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The objective of business continuity planning is to enable the School to manage the impact of major incidents on its most important activities so that they are not disrupted to the point that the viability and reputation of the institution are damaged.

The capacity of an organisation to recover from disruption to normal working can significantly affect its longer term competitiveness.

The School's response to any major incident (defined as an event which involves the loss of buildings, infrastructure and facilities or people) is set out in the **Major Incident Initial Response Procedure (MIIRP)**, which may be found at <http://www2.lse.ac.uk/intranet/news/businessContinuity/MIIRP.pdf>. The actions all staff are required to take during a major incident are set out in the pocket sized leaflet: "What to do in an emergency incident", which all staff should have a copy of and is also on the Business Continuity webpage. After the initial response to an incident has been completed, the business recovery stage begins using the Major Incident Business Recovery Plan. As part of this, the School's Director of Business Continuity, Andrew Webb, has worked with a group of departmental managers to develop a simple non-bureaucratic business recovery plan for academic units that will guide them in the steps they will need to take in this situation to maintain teaching, examinations and induction in partnership with the School.

The School also has plans to respond to specific potential high impact risks to normal working such as the impact of a Terrorist Attack, a flu pandemic and the effects of major public events such as the 2012 London Olympics on the School's operations during the period of the Games. Most interruptions to normal working however arise from less spectacular causes such as severe weather, utility failure, public transport difficulties, and the impact of more routine national, regional or local public events held in Central London. The School continually seeks to develop its capability to contain the impact of such incidents and enable normal working to be maintained.

Where possible, the School also takes steps to prevent avoidable disruptions to normal working by identifying and addressing areas of particular vulnerability in its infrastructure and working practices known as single points of failure. At the departmental level, there is a great deal that can be done in this regard on a day-to-day basis in matters such as the secure handling of information, maintaining vigilance over the security of accommodation and equipment; health and safety and dealing promptly and effectively with human resource issues.

**Andrew Webb**, Director of Business Continuity, is always pleased to receive and respond to queries from Departmental Managers and Heads of Department on business continuity. He may be contacted on extension 4959 or by email: [a.webb@lse.ac.uk](mailto:a.webb@lse.ac.uk).

Information about business continuity in general and updates on "live" continuity issues may also be found on the LSE intranet on the business continuity webpage <http://www.lse.ac.uk/collections/planningAndCorporatePolicy/BusinessContinuity.htm> and on the IT Services Service Status page <http://itservices.lse.ac.uk/itservices.asp>.

## Steps Academic Departments will be asked to take in a major incident

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1. This note summarises the responsibilities of the School and academic departments in the event of a major incident which impacts on teaching, examinations and student induction.
2. The School's response to such an incident will be directed by an Emergency Management Team led by the School's senior management group, working as required with the emergency services,

and implemented by service units, but there will be a minimum of actions the School will ask academic departments to take.

3. The actions staff should follow in the immediate aftermath of an emergency incident are summarised in a z fold leaflet "What to do in an Emergency Incident" which has recently been issued to all staff and with which all colleagues are asked to make themselves familiar.
4. Most service units have compiled plans for the selective recovery of the most important functions which they have responsibility, based on the scenario of a major incident requiring the evacuation of the accommodation they normally occupy for up to 2 weeks. Academic departments may wish to use this note to provide a checklist of actions they will be asked to take to help recover teaching, examinations and student induction. The actions identified have been discussed with some departmental managers and endorsed by the Business Continuity Steering Group.

**5. The general role of academic departments in a major incident is:**

- to re-enforce and support messages from the School's Emergency Management Team to its staff and students;
- to take steps to recover suspended activities within the department when asked to do so, and using resources provided by, the School's Emergency Management Team;
- to raise any queries and requests for additional resources to resume suspended activities with the School's Emergency Management Team;
- to offer academic support and advice to students registered in the department.

**6. When an incident occurs, the School will ask academic departments:**

- to help ensure that staff and students required to leave evacuated premises transfer to emergency holding locations as directed by the School and help account for them;
- to transfer support staff from emergency holding locations to temporary replacement office accommodation as soon as the School makes it available;
- to convey to staff and students the implications for the department of the decisions of the Emergency Management Team regarding the suspension and resumption of activities;
- to offer advice on academic matters to students seeking guidance while normal activities are suspended;
- to raise any issues for the department with the Emergency Management Team, including any needs for additional resources

**7. Academic departments may wish to prepare for these actions by:**

- agreeing who will take overall responsibility for the department's actions during a major incident and informing the Director of Business Continuity, Andrew Webb;
- considering appointing a small departmental business recovery team to support and advise the person with overall responsibility for the department's actions during a major incident. Such a team might include the Head of Department, Departmental Manager, Departmental Tutor and other colleagues key to the department's key activities;
- nominating 2 members of the department to liaise with the School's Emergency Management Team, letting Andrew Webb know who they are and their contact details;
- maintaining up-to-date lists of contact details of staff in the department which can be used in an emergency to establish their safety.

**8. Teaching. Should a major incident disrupt scheduled teaching:**

**(a) the School's Emergency Management Team will:**

- on whether all scheduled conventional teaching for undergraduates and taught postgraduates should be suspended for a period;
- publicise a decision to suspend teaching through a range of internal media (eg website, e-mail, text messages, plasma screens, manual notices)
- advise contact persons in academic departments when and how to contact the Timetables Office to discuss the rearrangement of cancelled teaching.

**(b) academic departments will be asked:**

- to help disseminate information about the suspension of teaching to staff and students;
- to draw students' attention to the continued availability of virtual learning resources through Moodle;
- to take such steps they consider appropriate to advise and assist students to optimise their use of Moodle-based facilities while conventional teaching is suspended.

**9. Examinations.**

**If a major incident occurs during:**

**Academic departments will be asked:**

the transmission of approved examination question papers for component courses run by the department to the Examinations Office	to ensure that approved hard copy examination papers held in the departmental office prior to despatch to the Examinations Office are stored in secure and ideally fire proof storage in the department, or elsewhere, and that papers held in electronic format are backed up on memory sticks stored by the DM outside the office.
the transmission of completed examination scripts from the departmental office to examiners for marking.	to ensure completed examination scripts are stored in secure and ideally fireproof storage within or outside the department pending transmission to the examiners
the storage of returned marked examination scripts in the departmental office during the completion of mark frames for each component paper and the transmission of mark frames to the Examinations Office;	to ensure that returned marked examination scripts are stored in secure and ideally fireproof storage within or outside the department pending transmission to the Examinations Office. to save completed mark frames electronically with back ups kept on memory sticks outside the office prior to transmission to the Examinations Office.
the holding of Examination sub-board meetings and the transmission of degree classifications to the Examinations Office	to await guidance from the Examinations Office on arrangements for rescheduling sub board meetings cancelled as a result of the incident.

**10. Student Induction. Should an incident disrupt student induction:**

- (a) The School's Emergency Management Team will advise Departments whether induction should be deferred altogether until further notice or may be continued by departments by alternative means during an interruption to normal activities.
- (b) If the advice from the Emergency Management Team is that induction may be continued by alternative means, academic departments may wish to consider some or all of the following options:
- giving essential advice and guidance via email or Moodle instead of induction meetings
  - establishing a help-point in a location to be agreed with the Emergency Management Team
  - arranging social functions in off-campus venues

Andrew Webb  
26 June 2012



# Copyright information

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## Copyright information

It is important that staff take steps not to infringe the copyright of others when making material available either to students, others in their department or to the public. The Copyright, Designs and Patents Act (1988) is in force in the UK and should be considered when copying (photocopying or scanning) any work for which you or the LSE are not the copyright owner.

A short guide to copyright for staff is available online and staff should be directed to this guide if they have any queries: <http://www2.lse.ac.uk/library/services/liaison/ShortGuideToCopyright.aspx>

## Introduction to copyright

Copyright exists in a wide range of literary and artistic works and applies equally to material on the Internet as it does to published books and journals. The copyright symbol © is often used to identify a copyright owner but the absence of this symbol does not mean a work has no copyright. Copyright in literary works usually lasts for 70 years after the death of an author, however different rules apply for other types of media. Photocopying for private, non-commercial research and study is usually covered by a provision in the law called 'Fair Dealing', which allows a single copy of a small amount of a work (typically not more than 10%) to be copied. However, copying for class use is not covered by this provision (see below).

## Photocopying for class use

Multiple copying for educational use, for example, producing photocopies of a single journal article for a class, or producing a paper course pack can be undertaken under the School's Copyright Licensing Agency (CLA) Higher Education Licence. This licence covers most UK publishers and some overseas publishers, however further advice about what is covered by this licence can be sought from [Library.Teaching.Support@lse.ac.uk](mailto:Library.Teaching.Support@lse.ac.uk). See

<http://www.lse.ac.uk/collections/planningAndCorporatePolicy/legalandComplianceTeam/copyright/> for further details. Alternatively full details about the CLA Licence are available in the CLA Licence User Guidelines from their website: <http://www.cla.co.uk>.

## Scanning material for use in online courses (Moodle)

Staff within departments should not scan any copyright material for distribution either through public folders or the School's virtual learning environment – Moodle. A copyright permission and scanning service is available from the Library and further details about this service are available from: <http://www2.lse.ac.uk/library/services/tss/electroniccoursepacks.aspx>. If you have any queries about this service please contact [epacks@lse.ac.uk](mailto:epacks@lse.ac.uk).

## Using electronic journals / downloading from the web

Any material downloaded from an electronic journal or from a website is usually subject to a licence which means it can usually only be used for private research and study. If you wish to make any library materials available to students in electronic format you should contact your Academic Support Librarian <http://www2.lse.ac.uk/library/services/liaison/Home.aspx> or the Centre for Learning Technology ([clt-support@lse.ac.uk](mailto:clt-support@lse.ac.uk)) for further advice.

Information about finding and using copyright free images and multimedia resources suitable for teaching is also available from the Centre for Learning Technology <http://clt.lse.ac.uk/Copyright/copyright-images-multimedia.php>

## Lecture capture service

Staff using the lecture capture service should take care to ensure that copyright material (such as images or videos / DVDs) that they show in class is excluded from the recording unless they have written permission from the copyright holder. The Centre for Learning Technology can advise you and further information is available at <http://clt.lse.ac.uk/Copyright/Copyright-And-Recorded-Lectures.php>

## Copyright advice and training

Copyright training courses are available for all staff and advertised on the LSE Training and Development System <https://apps.lse.ac.uk/training-system/>. Sessions offered are **An Introduction to Copyright** and **Copyright, the Internet and teaching online**. Copyright queries can be directed to several different people in the School and a list of contacts is available at: <http://www2.lse.ac.uk/library/services/liaison/ShortGuideToCopyright.aspx#Wheretogofor>

## Data Protection

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The Data Protection Act 1998 sets out in eight principles how data relating to living individuals should be processed. It also requires us to notify the Information Commissioner about the types of personal information being processed at the School and why we are processing it.

Heads of Department have no specific Data Protection Act responsibilities. However, all staff need to comply with the eight principles of data holding outlined in the Act and to raise with the Data Protection Officers any issues relating to notification of data on which they are uncertain.

For general information on Data Protection see the LSE website at <http://www.lse.ac.uk/collections/dataProtection/>.

The Data Protection Officers are **Dan Bennett**, ext. 6481, email: [d.bennett@lse.ac.uk](mailto:d.bennett@lse.ac.uk).  
**Rachael Maguire**, ext. 4622, email: [r.e.maguire@lse.ac.uk](mailto:r.e.maguire@lse.ac.uk)  
or email [pcpd.info.rights@lse.ac.uk](mailto:pcpd.info.rights@lse.ac.uk)

### Note:

The nature of academic work means that often information will be held by staff which belongs to another organisation. Any information which is said to belong to a public authority in these circumstances will be subject to the provisions of the Act. Legal advice obtained by the School has argued that the issue of whether information is 'held' regards interest, creation and control. Mere "possession" of information by the public authority, in the sense that it is stored on a public authority server as part of a faculty member e-mail account, does not amount to "holding" of it under the terms of the Act. It must be created or collected by the faculty member in the course of his or her duties as a member of staff of the public authority.

# Disability and Students

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## Information on Disability

Long term health conditions, mental health, sensory and physical impairment and neurodiversity are covered by The Equality Act (2010). Dyslexia, dyspraxia and Asperger syndrome are examples of forms of neurodiversity. Long term means the impact is likely to last twelve or more months. LSE is pro-active in progressing the requirements of The Equality Act (2010) which absorbs the duties of previous disability legislation and emphasises respect for multiple identity and the value of diversity.

The LSE is positive about disability as an aspect of diversity and aware that disabled students have often overcome additional barriers in order to gain access to higher education. Disability equality is a shared responsibility and The Equality Adviser and Head of Disability and Well-being Service work closely together.

Equality legislation applies to any university service and specifies a continuing and anticipatory duty to work strategically in order to increase accessibility in its widest sense. The responsibility to promote inclusive practice, make reasonable adjustments when required and anticipate and address unnecessary barriers to inclusion is underpinned by a positive engagement with The Social Model of Disability. The Social Model emphasises listening to and working with disabled people to address barriers to inclusion.

## Individual Student Support Agreements (ISSA)

Students who disclose disability during the admissions process are invited by the Head of the Disability and Well-being Service to draft an Individual Student Support Agreement (ISSA) to record any reasonable adjustments required for accessing a programme of study.

A 'reasonable adjustment' is any action designed to alleviate a substantial disadvantage and might involve changes to policy, practices or procedures in relation to teaching, learning, assessment and the physical, academic and social environment.

Examples:

- Library **Additional Services** to facilitate easier access within the library, including subsidised photocopying and printing when appropriate
- Specific **exam arrangements** when recommended by medical or educational psychology documentation and approved by the Exams Panel
- Access to two **rest rooms** with beds
- **Quiet study spaces equipped with assistive technology**
- **Timetable and room changes** for mobility and fatigue related issues
- **A room booking system which specifies levels of accessibility** including hearing loops
- **Priority Accommodation:** consideration of hall places for continuing students, proximity, adaptations, etc;
- **Peer group support** (LSE Circles Network)
- **CSV** (community service volunteer) to assist with, for example, note taking, book finding, carrying etc
- **Tape recording of lectures / Lecture capture**
- Use of **alternative resources:** writing slopes, ergonomic chairs etc
- **Flexibility over academic deadlines** where appropriate
- **Alternative formats**, eg large print
- **Assistive technology:** eg. Screen reading and magnification software, CCTV and voice activated 'speech to text' software

## Disclosure and Confidentiality

The Disability and Well-being Service (DWS) can advise about disclosure. Confidentiality is respected and information is only shared with the express permission of the student. LSE Careers service offer advice about disclosure in the workplace.

The ISSA is an effective document for informing named staff (specified by the student) about agreed reasonable adjustments.

## The role of the Disability and Well-being Service (TLC)

As part of the Teaching and Learning Centre, DWS is often the first point of contact and co-ordinates the School's service to disabled students. Every parts of the LSE is involved and close collaborative work takes place across all areas. The ISSA is a useful communication tool and students can come to DWS at any time and develop an ISSA with a Disability Adviser.

DWS is able to advise and support UK students who are applying for funding through the Disabled Student Allowance, administered by The Student Loan Company and research councils. LSE also assists non-UK students to apply for funding to meet some disability related costs.

## Neurodiversity Service. (Expertise in dyslexia, dyspraxia and other forms of neurodiversity).

**Linda Kelland is the Neurodiversity Services Manager.** Linda's small expert team advises students, develops resources (Moodle and BRAIN-HE) and peer support opportunities (The Neurodiversity Interest Group and Circles Network) and works with staff who are assisting neurodiverse students. Initial screening for dyslexia is offered to concerned students and subsequent referral to an educational psychologist for a full formal assessment can be arranged. Diagnosis in adulthood is not uncommon for very high achievers and a process of adjustment often follows. The team have relevant expertise to assist international students for whom English is a second language. Individual tutorials are offered with specialist tutors, as well as group support activities and remote assistance. Close collaboration takes place with colleagues within and beyond TLC (for example, Study Skills Advisers and Language Centre staff). The team is research active and regularly delivers formal and informal evidence based staff development .

## Mental Health and Well-being Service

**Jane Sedgwick, Mental Health and Well-being Service Manager** is a trained and experienced community psychiatric nurse who acts as the main point of contact for students with mental health issues and for staff concerned about students. Jane co-ordinates a small expert team and works closely with the counselling service, St Phillip's Medical Centre, residences and accommodation, and Community Mental Health Teams. The team is research active and have been involved in the development of peer mentoring in residences. Jane regularly delivers staff development within the Well-being strand of TLC events (co-ordinated by the Head of Counselling, Adam Sandelson).

**Dr Nicola Martin** is Head of the Disability and Well-being Service and takes the overall strategic lead, which involves working with staff across the LSE and beyond. She is currently leading on the development of an Equality and Diversity Strand within TLC events. Nicola has relevant academic and research experience in the area of Critical Disability Studies particular expertise in emancipatory work with students who have Asperger syndrome. The Disability Equality Research Network has been developed for staff and students who wish to engage with disability theory. **To submit a blog post,** write to [equality.and.diversity@lse.ac.uk](mailto:equality.and.diversity@lse.ac.uk)

A very successful Disability Identity Conference was held in 2011 and will be repeated bi-annually. Students with long term health conditions, physical and sensory impairments and autism spectrum conditions are advised by The Head of Service.

**Sue Haines** is the service Operational and Administrative Manager and usually the first contact. Sue co-ordinates much pre entry contact with students and organises the welcome day. She liaises closely with staff in exams, accommodation, Summer school, ceremonies and other areas of the school. She is the keeper of team diaries and appointments should be made via [disability-dyslexia@lse.ac.uk](mailto:disability-dyslexia@lse.ac.uk) not individual team emails.

## LSE's Disability Equality Scheme

As required by the Disability Discrimination Act, LSE's Disability Equality Scheme has been in place since December, 2006. The December 09 update of LSE's Disability Equality Scheme, including a detailed action plan can be found at <http://www.lse.ac.uk/collections/planningAndCorporatePolicy/pdf/disabilityEqualityScheme.pdf>. The scheme is forming part of the processes required by The Equality Act and includes the following requirements.

1. **Disability Equality Training and Awareness Raising for departmental staff:** There is an on-going programme of disability equality training throughout the year, organised by both T&L Centre and the Organisational & Lifelong Learning Unit (HR). DWS staff are available to attend Departmental meetings on request. We have a Speakers' Bureau of LSE disabled students able to talk from their experience of studying at LSE.
2. **Monitoring:** Departments should include consideration of access and disability issues as a regular item on agendas, and in all planning, particularly in preparation for TLAC and APRC reviews and including funding implications.
3. **Responding and anticipating requirements:** listen to disabled students and staff, be positive about disability as part of diversity, and work pro-actively (with ISSAs, for instance):
  - a. tape recording of lectures/lecture capture, permissible for disability related reasons without fuss, which can embarrass students;
  - b. Lecture notes and outlines on public folders in advance.
  - c. consider appointing a student to act as official note-taker in lectures and classes  
– this would be a very pro-active step which would help many students
  - d. produce reading lists with guidance on priority
  - e. make sure disabled colleagues know about the 'Access to Work Fund' and other entitlements available (see Gail Keeley).

Please, do contact DWS staff at any time to discuss any disability related issues – strategic, operational or student specific. Very few situations seem to fit neatly into anticipated scenarios, and all students are individuals, including those who share an impairment label. While respecting student confidentiality, DWS will help staff and students to develop disability confidence, talking through ideas together with the aim of exploring reasonable and creative ways of furthering disability equality. Here is the policy statement which currently underpins this area of School life: The Equality Act demands a dynamic approach to furthering disability equality alongside other facets of the equalities agenda.

## School's Policy on Disability

The London School of Economics and Political Science is committed to complying with the Equality Act 2010. Prior to this the Disability Discrimination Act 1995 (DDA) and the Special Educational Needs and Disability Act 2001 (SENDA) informed the LSE's policy on disability, which stated the intention to by:

- Maximise accessibility to the School's services and activities for disabled staff, students, alumni, visitors, and prospective staff and students, and to ensure that no-one is treated less favourably on the ground of disability.

- Develop a culture of inclusion and diversity in which people feel free to disclose a disability, should they wish to do so, and to discuss reasonable adjustments in order to promote equal participation in the School's services and activities. In adherence to the Data Protection Act 1998 (DPA 1998), such information shall be passed on only with consent and where there is a legitimate reason to do so.
- Review, monitoring and revising, as appropriate, all School systems, procedures, facilities, services and buildings in compliance with the DDA and SENDA in addition to the Human Rights Act 1998 (HRA), which includes the right not be denied access to education.
- Create, maintaining and disseminating information about services, support and facilities available for staff, students, alumni, visitors and prospective disabled staff and students.
- For the purpose of this policy, the term "disability" has the same meaning as that given in the DDA and SENDA:

**'A physical or mental impairment which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities'**

In recognition of evolving case law, this includes, but is not limited to: sensory impairments, learning disabilities, mental illness, clinically recognised severe disfigurements, cancer, HIV/Aids, progressive conditions even at an early stage, conditions which are characterised by a number of cumulative effects such as pain or fatigue and a past history of disability.

This policy was agreed by Council 25th June 2002

### **Good Practice: some examples**

- The whole student journey from pre entry to post exit is considered and events are organised to ensure appropriate assistance at each stage. (For example a one day conference in collaboration with The Careers and Disability and Well-being Service and major employers).
- Specialist staff with expertise in assistive technology have been appointed. Some assistive technology is networked. A one day assistive technology conference takes place and emphasises its usefulness to all students.
- Consultation with disabled stakeholders is built in at the planning stage of range strategic initiatives (eg Estates developments).
- The first annual Disability Identity Conference took place in 2011 and was funded by The Annual Fund. All speakers and organisers were disabled people.
- The (international) Disability Equality Research Network is hosted by LSE and provides a space for academic engagement. LSE staff is engaged in funded and unfunded emancipatory disability research designed to improve the student experience.
- Collaborative work across LSE and beyond maximises efficiency as well as embedding disability equality.

**Dr Nicola Martin**, Head of Disability and Well-being Service

**Sue Haines**, Disability and Well-being Service Operational and Administrative Manager

**Jane Sedgwick**, Mental Health and Well-being Service Manager

**Linda Kelland**, Neurodiversity Service Manager

For more information about the Disability and Well-being Office, please visit the Disability Website or telephone 0207 955 7767

<http://www.lse.ac.uk/collections/disabilityOffice/>

# Disability and Staff

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## How to define disability

With effect from 1 October 2010, the Equality Act 2010 replaced the Disability Discrimination Act 1995. Disability is a protected characteristic under the Equality Act 2010. To come within the definition of disability the burden of proof is on an employee to show that he or she meets the four requirements contained in s.6 of the Equality Act 2010:

- Does the claimant have an impairment which is either mental or physical?
- Does the impairment affect the claimant's ability to carry out normal day-to-day activities?
- Is the adverse effect substantial?
- Is the adverse effect long term?

## How to avoid discrimination during the application process

By applying the necessary reasonable adjustments you can ensure that a disabled candidate is not treated unfairly during the recruitment process for a reason relating to their disability. The Recruitment Toolkit can help you to recruit in a fair and non-discriminatory way.

## How to prepare for job interviews and first meetings with colleagues

You may not know beforehand that the person is disabled and many impairments are not visible. One way to prepare for this possibility is to include in any invitation the phrase 'do we need to make any reasonable adjustments to ensure that you can participate fully during the interview/meeting?' Give a contact name to discuss the issue further. The disabled person will know best what is needed.

<http://www2.lse.ac.uk/mapsAndDirections/AccessibilityMap.pdf> and 'LSE For You' give information on physical access to buildings and rooms.

If material needs to be produced in Braille, there is a Braille printer and Duxbury Braille translation software in the Library (Rooms R25); contact **Sebastiaan Eldritch-Böersen** Support Specialist – Assistive Technologies [its.disabilities.support@lse.ac.uk](mailto:its.disabilities.support@lse.ac.uk) for further information.

Job applicants who need help with communication at a job interview e.g. an interpreter should contact Access to Work immediately on receiving notice of a job interview as they will provide support free of charge.

If you are aware that a person is disabled, please seek help from your HR Partner on the questions that you should ask about the disability to establish what, if any, adjustments may be needed.

## How to prepare for the new recruit's start at work

If a new recruit has declared a disability, a post-recruitment or pre-start date meeting is a useful way to check if any reasonable adjustments need to be considered. It may be that no adjustments need to be made or, if adjustments are vital and entail a cost then financial support may be available under the Access to Work Scheme. It is important to ensure that communication channels are clear and DPA compliant. A disabled person may disclose their disability at interview for example and expect the information to be passed on, with their permission, if they are appointed.

## The Access to Work Scheme

Reasonable adjustments to help a person remain in employment are usually inexpensive. However, if there are costs, the Access to Work scheme, run by the Employment Service, may be able to provide help towards the extra costs of employing a disabled person. Examples of the support include:

- Adaptations to premises and equipment
- Assistive technology solutions
- Support workers.



- A contribution towards the extra cost of travel to and from work if using public transport is not possible.

Examples of the support include aids for communication, special equipment, adaptations to premises or equipment, support workers and, if a person is unable to use public transport, a contribution to taxi fares. Types of software support include voice-activated software, Texthelp Read/Write and Inspiration; there is usually provision for training on use of the software. Support workers include a reader for someone who is blind, or a palantypist for a deaf person.

The application to the Access to Work Scheme must be made by the disabled person, no one else can apply on the employee's behalf. On request, the respective HR Partner can help the employee with the application.

If a new member of staff at the School, who requires support which has a significant cost associated with it (currently over £1,000), makes an Access to Work application within the first six weeks of starting work, the Access to Work Scheme will be more likely to cover up to 100 percent of the approved costs of the adjustments. If the employee requiring adjustments is not a new member of staff, the balance of the cost of adjustments recommended by the Access to Work Adviser will be met from a central budget managed by HR Manager, Policy and ER. Neither the employee nor their department will be expected to meet the balance of the cost of adjustments recommended by an Access to Work Adviser.

Information on the steps for making an access to work application can be found on: <http://www2.lse.ac.uk/intranet/staff/humanResources/equalityAndDiversity/accessToWork.aspx>

## **What to do if a person becomes disabled after recruitment**

Many people become disabled during their working careers. Age is often a factor.

If a person declares a disability, check with the individual concerned if any adjustments are required. Some adjustments, e.g., altering working hours (refer to the Managing Flexible Working Toolkit) or arranging a swap of selected duties, may be agreed with the person without the need to seek further advice. Other adjustments may be quickly made with the help of service departments e.g., on completion of an assessment, Estates may change the lighting and/or decoration of the room. More expensive adjustments may be eligible for funding under the Access to Work Scheme (see above).

Please contact your HR Partner for advice if the person is unclear about the adjustments required or you need further advice. Your HR Partner may suggest that an occupational health assessment could be helpful.

A person who becomes disabled may not wish to reveal the fact at work. If the impairment has little or no impact on work performance, it may not be necessary for the individual to disclose. However, a change in performance or attendance may be related to an acquired impairment. Please seek advice from your HR Partner to ensure that you do not unwittingly discriminate against a disabled person. Employment Tribunal cases have shown that lack of disability knowledge may not protect an employer against a claim of disability discrimination and may well cause unnecessary stress to the disabled person.

If a person does describe a disability to you, check with the individual concerned if this information should be treated as confidential. If it is necessary to brief other managers or colleagues for the purpose of implementing any reasonable adjustments the disabled person should be in control of the process. Bear in mind that others do not need to know the precise reasons why an adjustment is necessary. It is essential that the disabled person retains control of their personal information.

The library holds a range of information about disability equality. If you are unfamiliar with the Library facilities, you can get assistance from the Help Desk.



# Equality and Diversity

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Equality and Diversity is about ensuring that people are treated fairly and given fair chances. It is often misconstrued as the need to treat everyone in the same way, rather than recognising and valuing individual needs and seeking to meet them in different ways.

The Equality Act, which came into force in April 2010, extends and harmonises previous equalities legislation.

It introduces a general public sector duty which will require all public bodies, like LSE in the exercise of its functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The duty applies to the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In response to the new legislation, the School produced an overarching Single Equality Scheme in April 2011, demonstrating its commitment to all equality areas, as defined by the Act. It is envisaged that over time, the equality strands will bear equal weight in the access, improvement and delivery of services and employment.

## General Implications for Heads of Departments

As a Head of Department, you are required to oversee your department's promotion of the principles of the General Duty. Eliminating unlawful discrimination requires you to:

- Actively oppose all forms of discrimination by challenging and/or reporting unacceptable behaviour which is contrary to the equality legislations and principles
- Consider prejudices, including examining the use of inappropriate language
- Strive to create an environment in which staff and student goals may be pursued without fear or intimidation
- Uphold a student's or member of staff's right to complain without fear of reprisal
- Challenge and/or report unacceptable behaviour which is contrary to the equality legislations and principles.

Promoting equality of opportunity for all requires you to be pro-active in the following ways:

- Treat all students and staff fairly
- Respond to needs and interests of students and staff by making reasonable adjustments to enable them to conduct their work and access resources
- Foster an inclusive environment for all students and staff to access opportunities, and participate fully in the learning process
- Equip students and staff with the skills, concepts and values which enable them to challenge inequality and injustice in their future work, by such means as diversity training
- Ensure that learning or any other materials do not discriminate against any individuals or groups

Equality legislation also treats bullying and harassment as unlawful. In the Equality Act 2010 harassment is defined as 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating and intimidating, hostile, degrading, humiliating or offensive environment for that individual'.

The School's Harassment Policy ([www.lse.ac.uk/resources/schoolRegulations/harassmentPolicy.htm](http://www.lse.ac.uk/resources/schoolRegulations/harassmentPolicy.htm)) makes it explicit in its definition of harassment that it includes written communications, email (so called 'flame-mail' or cyber bullying'), phone, etc.

Bullying is the offensive, intimidating, malicious or insulting behaviour, and an abuse or misuse of power to undermine, humiliate, denigrate or injure someone.

## Bullying and Harassment

Addressing bullying and harassment requires you to:

- Treat all students and staff with dignity and respect
- Avoid insulting remarks or innuendos, or deliberate exclusion from activities on the grounds of age, sex, race, religion, etc
- Avoid objectionable and questionable acts which ridicule or demean someone
- Avoid unfair treatment based on racist or sexist assumptions
- Avoid overbearing supervision or other misuse of power or position

A key assessment of bullying and harassment cases is how the alleged victim perceives the behaviour in question.

For further advice, please contact **Kevin Haynes**, in the Planning and Corporate Policy Division ext 7823, email: [k.j.haynes@lse.ac.uk](mailto:k.j.haynes@lse.ac.uk)

## Specific Implications for Heads of Departments

As Heads of Department you are required to ensure that:

- a) your departmental staff are aware of LSE's commitment to equality and diversity, and understand why equality is important for LSE
- b) the activities relevant to your department, as highlighted in the action plans of various schemes, are implemented (operational aspects to be covered by your departmental managers)
- c) the progress of activities is monitored on a yearly basis (specific monitoring areas to be identified in consultation with the Diversity Advisor)
- d) The School's Statement of Equality (which can be downloaded from the HR website) is included in all departmental publications
- e) equality/diversity is considered as a standing item on the agenda of departmental meetings to enable staff to raise and discuss issues of importance
- f) Reasonable efforts are made so that departmental committees are representative of the diversity of LSE and its surrounding community
- g) students and staff know who they can approach within your department/division to discuss equality and diversity issues
- h) staff involved in recruitment have attended the School's Recruitment and Selection Skills course
- i) staff attend the School's in house diversity training which is organised by the Organisational and Lifelong Learning Unit. Accessible Education Matters, a specialist online disability training course for staff and students can also be accessed from the Disability Offices homepage
- j) the department is involved in the review of any equality schemes as and when they are produced.

For further advice, please contact the Diversity Adviser, Ferhat Nazir-Bhatti, ext 6171, email: [f.nazir-bhatti@lse.ac.uk](mailto:f.nazir-bhatti@lse.ac.uk) or visit the school's equality and diversity website at <http://www2.lse.ac.uk/equalityAndDiversity/>

## Environmental Information Regulations

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The Environmental Information Regulations 2004 cover requests for information relating to environmental information. This can be anything from air quality to recycling. In most respects it is like the Freedom of Information Act, except that requests can be verbal.

Heads of Department have no specific Environmental Information Regulation responsibilities. Any requests for information that appear to relate to the environment should be forwarded to the Records Managers. Anyone requesting this information verbally should also be directed to the Records Managers.

For more information on the regulations, please contact:

**Dan Bennett**, ext. 6481, email: [d.bennett@lse.ac.uk](mailto:d.bennett@lse.ac.uk) or

**Rachael Maguire**, ext. 4622, email: [r.e.maguire@lse.ac.uk](mailto:r.e.maguire@lse.ac.uk)

or email [pcpd.info.rights@lse.ac.uk](mailto:pcpd.info.rights@lse.ac.uk)

or visit the Environmental Information Regulations web pages

<http://www.lse.ac.uk/collections/FOI/environmentalInformationRegulations.htm>

## Freedom of Information

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The Freedom of Information Act 2000 places an obligation on all public authorities (including LSE) to make available to the public (with certain specific exemptions) information it holds for the conduct of its business. This is done through responding to written requests for information within 20 working days and through a publication scheme which provides access to certain classes of material as a matter of course.

A recent change to the Freedom of Information Act means that it now covers datasets which must be provided in reusable format. However, we will be able to make a reasonable charge if the School holds the copyright in the dataset. More detail will be made available on this issue when it becomes available on the website.

Heads of Department have no specific Freedom of Information Act responsibilities. Any requests for information should be forwarded to the Records Managers.

For more information on Freedom of Information, or to have information included in the publication scheme, please contact:

**Dan Bennett**, ext. 6481, email: [d.bennett@lse.ac.uk](mailto:d.bennett@lse.ac.uk) or

**Rachael Maguire**, ext. 4622, email: [r.e.maguire@lse.ac.uk](mailto:r.e.maguire@lse.ac.uk)

or email [pcpd.info.rights@lse.ac.uk](mailto:pcpd.info.rights@lse.ac.uk)

or visit the Freedom of Information web pages <http://www.lse.ac.uk/collections/FOI/>

## Health and Safety

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Collective responsibility for ensuring the health and safety of employees, students and other persons resorting to the School lies with the Council, which is the governing body for the school. This responsibility is discharged through the Director of the School, who on behalf of the Council is responsible for ensuring there are adequate organisation and arrangements in place for the implementing of the School's safety policy. The School's Safety policy assigns duties for implementing the policy to individuals at every level of the organisation. The relevant paragraphs of the policy relating to academic departments are reproduced below.

### **Health & Safety responsibilities in Academic Departments, Interdisciplinary Institutes and Research Centres**

Heads of Academic Departments, Heads of Interdisciplinary Institutes and Heads of Research Centres have overall responsibility for their departments and therefore are responsible for assuring themselves that there are arrangements in place to comply with the School's health and safety policy.

The Departmental Manager will be responsible for the day-to-day management of health and safety matters relating to the activities of the department and as such will be accountable to the Head of Department for ensuring that there are arrangements in place for implementing the School's Health and Safety Policy and related procedures in their department.

The Departmental Manager will make arrangements for a local Safety Policy statement to be prepared for their Department, which indicates responsibilities within it for health and safety and any specific risks arising from the Department's activities and the measures in place to control and manage those risks. (A template statement is available for Departments to use).

The Departmental Manager will undertake the role of Safety Co-ordinator or delegate an appropriate member of staff to undertake this role.

It is strongly recommended that Heads of Academic Departments, Interdisciplinary Institutes, and Research Centres make arrangements for their Safety Co-ordinator to provide a short report annually to the Department's management team on measures being taken within the department to comply with the School's health and safety policy. Health and safety should also be included on the agenda of at least one departmental meeting to give staff the opportunity to raise any concerns.

The Departmental Managers duties for the day to day management of health and safety principally relate to premises-related issues, and for assigning health and safety functions within the department such as Safety co-ordinator, fire wardens and where appropriate first-aiders.

There are other non-premises related health and safety issues which will require more active involvement from Heads of Academic Departments these include:

- a) Stress management and wellbeing – Ensuring that potential stressors are reduced or mitigated by adhering to the School's policies and procedures relating to the management of human resources, and ensuring staff have an opportunity to discuss any concerns they may have with their line manager. The Employee Wellbeing policy sets out how the School will manage work-related stress and promote wellbeing and can be found at: <http://www2.lse.ac.uk/intranet/LSEServices/healthAndSafety/policy/wellbeingAndStressManagement.aspx>
- b) Research, fieldwork and other academic-related activities in heighten risk environments – ensuring that risk assessments are undertaken and trips are adequately planned. Ensuring that participants undertaking activities in heighten risk environments receive sufficient training and information to enable them to identify hazards and take appropriate action.

Heads of Academic Departments need to assure themselves that a Safety Co-ordinator has been appointed for their department or centre and that a Local Policy Statement has been produced and circulated to all staff in the department. The Local Policy Statement needs to be updated and circulated at the start of each new academic year.

## **Health and Safety Advice**

Advice on the above and any other health and safety issue can be obtained from the School's Health and Safety team which is based in the Planning & Corporate Policy Division and can be contacted as follows:

Telephone: 020 7852 3677  
Fax: 020 7852 3646  
Email: Health.And.Safety@lse.ac.uk

Further information can be found in the Arrangements section of the School's Safety Policy which is available on the web –

<http://www2.lse.ac.uk/intranet/LSEServices/healthAndSafety/Home.aspx>

1. Accident reporting procedures
2. Communicating health and safety information
3. Consulting on health and safety issues
4. Complywise on-line training
5. Contractors
6. Electrical safety
7. Events safety
8. Fieldwork & research
9. Fire
10. First aid
11. Hazard reporting
12. Health and Safety Co-ordinators resources
13. Health and safety training
14. Homeworking
15. Local policy statements
16. Lone working
17. Managing asbestos
18. Manual handling
19. Risk assessments
20. Safety inspections
21. Safety Alerts
22. Smoking
23. Storage and good housekeeping
24. Use of chemicals and other substances hazardous to health
25. Use of computers
26. Violence at Work
27. Well-being & stress management.
28. Work equipment

# Risk Management

Risk management in the School is overseen by the Director's Management Team, which reviews the School's Strategic Risk Register on a termly basis and reports to Council on changes to the likelihood and impact of major risks and makes proposals to add and remove risks from the Register.

Everyone in the School has a responsibility to identify and manage risks to the objectives of their own work, but as a Head of Department, you have responsibility to ensure that the Department as a whole is controlling the risks to the delivery of its objectives and the objectives of the School.

Heads of Departments' responsibilities for risk fall into two main categories:

- a. providing academic leadership in areas of strategic performance, failure in which would give rise to serious consequences for the department and the School;
- b. ensuring that the department has key processes in place, the absence or failure of which might have serious consequences for the department and School.

Below is a summary of the Heads of Departments' main responsibilities for risk management.

Any queries or comments on this document should be sent to **Andrew Webb**, ext 4959, email [a.webb@lse.ac.uk](mailto:a.webb@lse.ac.uk)

Area of Head of Departments Responsibility	Risks linked to Area of Responsibility	Risk controls for which Heads of Departments have responsibility
<b>1.</b> Academic Planning & Management	<b>1.1 Quality of Department's research may fall</b>  <b>1.2 Department may not continue to generate innovative teaching programmes</b>  <b>1.3 Department's student recruitment may not meet targets</b>	1.1 Providing academic leadership in the development of departmental research priorities, plans and programmes; including encouraging staff to produce top quality work  1.2 Providing academic leadership in the development and revision of degree courses and programmes to ensure they are innovative and up to date; this is especially important in light of future decisions about the overall size and composition of the student body  1.3 Providing academic leadership in the development and revision of degree courses and programmes to ensure they remain attractive to students  Ensuring adequate arrangements are in place to select students, fairly allocate available scholarships and meet recruitment targets agreed with PIMU in 3 year rolling programme  Ensuring arrangements are in place for provision of accurate up-to-date information on the Department
<b>2.</b> Personnel and Resource Management	<b>2.1 Key members of faculty may not be retained</b>	2.1 Ensuring a fair and reasonable allocation of teaching workloads  Ensuring staff are able to take advantage of their leave and sabbatical entitlements and appropriate

	<p>cover is available to meet teaching obligations of staff on leave</p> <p>Ensuring monitoring arrangements are in place for junior staff and help and training is available to staff. Allocating suitably qualified appraisers in the Department and ensuring all academic staff receive advice on research plans and funding possibilities</p> <p>Allocating suitably qualified appraisers in the Department and ensure all academic staff receive advice on research plans and funding possibilities</p> <p>Reviewing staff performance annually and making cases for staff undergoing Interim and Major Reviews, being put forward for promotion or salary incrementation</p> <p>Maintaining staff morale by managing and defusing interpersonal conflicts and grievances to ensure an harmonious working environment</p> <p>Ensuring adequate consultation takes place within the department on matters of general concern and alerting staff to School wide issues that have to be addressed</p> <p>Ensuring budget allocations among staff are fair and equitable</p> <p><b>2.2 Department may not be able to resource plans</b></p>	<p>2.2 Developing medium term departmental plans covering teaching, research, staffing and resources for submission to APRC</p> <p>Determining MSL deployment and non-staff budget allocations, ensuring expenditure is within budget limits</p> <p>Providing leadership in the development of alternative income streams for the department</p>
<p><b>3.</b> Students, Teaching and Quality Assurance</p>	<p><b>3.1 Students may be dissatisfied with quality of teaching</b></p>	<p>3.1 Ensuring the teaching, research student supervision and examination programmes of the department are organised to fulfil obligations</p> <p>Ensuring the quality of educational provision is maintained and where possible enhanced; acting on results of School surveys and other information about course delivery and teaching performance</p> <p>Ensuring the department is prepared for internal and external reviews of its teaching quality and education processes</p> <p>Ensuring that appropriate sub committees are in place to assess student reactions to teaching programmes and to maintain good staff: student relations</p>

<p><b>4.</b> Regulations and Legal Obligations</p>	<p><b>4.1 Department may breach statutory and regulatory obligations</b></p>	<p>4.1 Ensuring, through seeking guidance from the appropriate officers in the Central Administration, that the Department's operations, policies and plans comply with financial regulations, HEFCE requirements, and legal obligations, currently Equality and Diversity (all strands), Freedom of Information, Data Protection, Health &amp; Safety, Risk management and business continuity planning (see separate section)</p> <p><b>The operational aspects of legal and regulatory obligations are overseen by the Departmental Manager</b></p>
<p><b>5.</b> Consultation and Representation</p>	<p><b>5.1 The Department's interests may not be adequately represented at School level</b></p>	<p>5.1 Taking part in the DHF and generally acting as the Department's representative, advising the Directorate and senior officers on matters of common concern to the department on strategic issues, School policies and practices</p> <p>Representing the department at fundraising, alumni and public relations events</p> <p>Ensuring that staff within the department have the opportunity for active participation in the governance of the School, through membership of Council and major School committees etc</p> <p>Ensuring appropriate representation of the staff of the department at the degree ceremonies</p>



# Library

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## Library Services

Our aim is to ensure that the Library and its collections meet your needs and those of your department.

LSE Library is a unique resource with one of the largest collections in the world devoted exclusively to the social sciences and we provide services which can directly assist with departments' research and teaching activities.

## Academic Support Librarian Service

All departments have a designated Academic Support Librarian who acts as the main point of contact, provides advice on services and collections, and will be happy to:

- attend department meetings
- discuss department needs
- liaise about materials for teaching
- consult about new resources
- provide Library and information skills training for staff and students
- offer specialist training sessions in data, UN, US, UK and government information

## Research Support Services

- **LSE Research Online.** This is the institutional repository for the School. It aims to be a complete online database of research created by LSE. It has citations to the work of all academic staff, as well as the full text of everything from articles, working papers and book chapters to conference presentations, research blogs, posters and multimedia material. It is managed by a dedicated team who can advise on deposit arrangements and copyright issues (<http://eprints.lse.ac.uk/> <http://eprints.lse.ac.uk/> ).
- **REF Support.** The Library is working closely with the Research Division to support the School's submission for the 2014 Research Excellence Framework. LSE Research Online (LSERO) will be the source of bibliographic data for the REF and consequently all research outputs to be submitted will be included in LSERO.
- **Research Consultations.** Academic Support Librarians are available to provide one-to-one consultations on literature searching and resource discovery for staff and research students and can also provide advice on citation ratings.

## Teaching Support Services

- **Electronic course packs.** We can scan or digitise materials identified by course teachers as likely to be in high demand. The PDF documents produced are then provided to students via Moodle, where they can be printed, downloaded or read online.
- **Reading lists.** We check reading lists for all taught courses and purchase the required materials, preferably in electronic form. We are installing an online reading list system which will enable teaching staff to create lists which will link directly to teaching resources and the Library's catalogue.
- **Course Collection.** Multiple copies of books identified as essential on reading lists are held in a separate area on the ground floor of the Library and made available solely to LSE students.

- **LSE Learning Resources Online.** We have created a repository of teaching resources produced by LSE staff, which are available online for re-use by teachers, students and researchers (<http://learningresources.lse.ac.uk/> <<http://learningresources.lse.ac.uk/>> ).
- Information skills training. We have an extensive programme of classes on how to find, use and cite information resources for students at all levels (<http://www2.lse.ac.uk/library/services/training/Home.aspx> <<http://www2.lse.ac.uk/library/services/training/Home.aspx>>). In addition, Academic Support Librarians can provide sessions on information skills for any course on request.

Please contact your Academic Support Librarian for advice on any of these services.

Department	Academic Support Librarian	Email	Telephone
Accounting	Clive Wilson	<a href="mailto:clive.wilson@lse.ac.uk">clive.wilson@lse.ac.uk</a>	020 7955 7475
Anthropology	Heather Dawson	<a href="mailto:h.dawson@lse.ac.uk">h.dawson@lse.ac.uk</a>	020 7955 6806
Economic History	Paul Horsler	<a href="mailto:p.n.horsler@lse.ac.uk">p.n.horsler@lse.ac.uk</a>	020 7955 6354
Economics	Natalia Madjarevic	<a href="mailto:n.f.madjarevic@lse.ac.uk">n.f.madjarevic@lse.ac.uk</a>	020 7852 3528
European Institute	Maria Bell	<a href="mailto:m.bell@lse.ac.uk">m.bell@lse.ac.uk</a>	020 7955 7242
Finance	Clive Wilson	<a href="mailto:clive.wilson@lse.ac.uk">clive.wilson@lse.ac.uk</a>	020 7955 7475
Gender Institute	Heather Dawson	<a href="mailto:h.dawson@lse.ac.uk">h.dawson@lse.ac.uk</a>	020 7955 6806
Geography & Environment	Graham Camfield	<a href="mailto:g.camfield@lse.ac.uk">g.camfield@lse.ac.uk</a>	020 7955 7942
Government	Paul Horsler	<a href="mailto:p.n.horsler@lse.ac.uk">p.n.horsler@lse.ac.uk</a>	020 7955 6354
International Development	Ellen Wilkinson	<a href="mailto:e.wilkinson@lse.ac.uk">e.wilkinson@lse.ac.uk</a>	020 7955 6913
International History	Paul Horsler	<a href="mailto:p.n.horsler@lse.ac.uk">p.n.horsler@lse.ac.uk</a>	020 7955 6354
International Relations	Clive Wilson	<a href="mailto:clive.wilson@lse.ac.uk">clive.wilson@lse.ac.uk</a>	020 7955 7475
Language Centre	Graham Camfield	<a href="mailto:g.camfield@lse.ac.uk">g.camfield@lse.ac.uk</a>	020 7955 7942
Law	Maria Bell	<a href="mailto:m.bell@lse.ac.uk">m.bell@lse.ac.uk</a>	020 7955 7242
Management	Barbara Humphries	<a href="mailto:b.humphries@lse.ac.uk">b.humphries@lse.ac.uk</a>	020 7955 6941
Mathematics	Clive Wilson	<a href="mailto:clive.wilson@lse.ac.uk">clive.wilson@lse.ac.uk</a>	020 7955 7475
Media & Communications	Heather Dawson	<a href="mailto:h.dawson@lse.ac.uk">h.dawson@lse.ac.uk</a>	020 7955 6806
Methodology	Clive Wilson	<a href="mailto:clive.wilson@lse.ac.uk">clive.wilson@lse.ac.uk</a>	020 7955 7475
Philosophy, Logic & Scientific Method	Graham Camfield	<a href="mailto:g.camfield@lse.ac.uk">g.camfield@lse.ac.uk</a>	020 7955 7942
Psychology	Heather Dawson	<a href="mailto:h.dawson@lse.ac.uk">h.dawson@lse.ac.uk</a>	020 7955 6806
Social Policy	Ellen Wilkinson	<a href="mailto:e.wilkinson@lse.ac.uk">e.wilkinson@lse.ac.uk</a>	020 7955 6913
Sociology	Ellen Wilkinson	<a href="mailto:e.wilkinson@lse.ac.uk">e.wilkinson@lse.ac.uk</a>	020 7955 6913
Statistics	Clive Wilson	<a href="mailto:clive.wilson@lse.ac.uk">clive.wilson@lse.ac.uk</a>	020 7955 7475

# Working with the Office of Development and Alumni Relations

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The purpose of the Office of Development and Alumni Relations (ODAR) is to build mutually beneficial relationships between the School and its alumni, and to advance the philanthropic health of the School. The School's academic and executive leaders play key roles in achieving these goals.

ODAR focuses its development efforts on generating gifts for identified School funding priorities from alumni, friends, trusts, foundations and other charitable entities. The aim of the Alumni Relations programme is to engage alumni in the mission of the School, to provide volunteer opportunities to support the School and to help foster the appropriate climate for alumni fundraising. ODAR is currently in contact with over 106,000 alumni in over 190 countries worldwide.

Please note that within LSE:

- ODAR is predominantly responsible for soliciting and fully responsible for processing gifts and philanthropic grants from individuals and organisations.
- Research Division (RD) is responsible for generating research grants that are typically based on a research contract and often publicly funded.
- Corporate Relations Unit (CRU) is responsible for developing long-term sponsorship partnerships with business organisations.

Fundraising priorities

- ODAR is currently seeking philanthropic support for the new Students' Centre and 32 Lincoln's Inn Fields. This follows fundraising for the New Academic Building, which benefited from more than £10 million of support.
- ODAR seeks to raise funds for scholarships at all levels of study. Last year, around £2.3 million of philanthropic student scholarships were made.
- ODAR seeks funding to impact on academic life at the School, such as for supporting professorships and chairs, and through programmes such as the LSE African Initiative.
- ODAR seeks unrestricted support through the Annual Fund, which is used for a variety of projects across the School led by students, academics and other staff.

<http://www2.lse.ac.uk/supportingLSE/supportingHome.aspx>

## ODAR teams

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### Development team

- Development team
- Since 1999 ODAR has provided LSE with a reliable and professional development function capable of meeting defined School priorities and projects with funding needs by building philanthropic relationships
- The development team works proactively to engage prospects with the School based on philanthropic and personal interests. These interests are identified by ODAR's research team or through LSE volunteers and the School's leadership community, who may be able to give information or provide introductions based on personal connections.
- ODAR annually solicits LSE alumni through the Annual Fund - an unrestricted income stream

generated through telephone, direct mail and email contacts with alumni.

- The School's Director, key volunteers, senior administration and academic staff play an important role in LSE's philanthropic success and are vital in setting funding priorities and personally demonstrating to donors the difference their donations can make.

For further information on how the teams can help, visit:

<http://www2.lse.ac.uk/intranet/LSEServices/ODAR/Staff/fundingSupport.aspx>

### **Foundation Partnership team**

- The foundations partnership team builds upon LSE's long history of partnering with charitable trusts and organisations from around the world. It develops meaningful partnerships with individual charitable trusts and foundations. Focusing on LSE's needs, identified by the School, academics and departments, the team works with these parties to develop proposals to secure support for individual and institutional projects.
- The team works with departments and centres to identify key projects and priorities for funding, and then matches these needs with foundations and make applications accordingly. This is not always done through published calls for proposals.

For further information on how the team can help, visit:

<http://www2.lse.ac.uk/intranet/LSEServices/ODAR/OurTeams/CharitablePartnerships.aspx>

### **Alumni Relations team**

- LSE's Alumni Relations programme is committed to building mutually beneficial relationships between the School and its alumni and engaging their active support.
- The alumni relations team runs an events programme of alumni reunions and lectures, an interactive website and a professional mentoring programme. The team also works with the Student Recruitment Office to involve alumni in the School's programme of recruitment and to help the alumni groups to organise pre-departure events for offer holders. They also service LSE's 70 alumni groups and networks which are based around countries, regions and special interests.
- Where appropriate, the team supports academic departments and research centres in engaging with their alumni by sending out mass email communications, advising on departmental alumni programmes and where appropriate, providing access to data.
- Every addressable member of the LSE's alumni community receives LSE Connect – the School's alumni magazine, Alumni Echo – the monthly e-newsletter, and a range of other benefits such as an LSE alumni email account, free Library membership, discounted postgraduate course fees and journal subscriptions, and invitations to a range of events and reunions.

For more information on how you can work with Alumni Relations, visit:

<http://www2.lse.ac.uk/intranet/LSEServices/ODAR/OurTeams/AlumniRelations/home.aspx>

### **Operations team**

- The Operations team is responsible for the systems, budgets, human resources, financial reporting and performance measurement functions of the office.
- The team maintains the School's alumni and donor database, which underpins the School's entire fundraising and alumni relations efforts.
- The team is also responsible for banking and recording all donations and their future instalments, ensuring these reach their designated purposes, and obtaining Gift Aid for all appropriate gifts.

Please note, no gifts or pledges are entered into the gift recording modules of the database without following documented procedures and the School's Internal Auditor verifies these processes annually.

### **Research team**

- The research team aims to identify, profile and track individuals companies and foundations that have the capacity to make a major gift. As part of this process it is responsible for screening all potential donors intending to give over £10,000 to the School, excluding charities registered with the applicable regulatory authorities, in accordance with the School's current policy for the acceptance of grants and donations. A screening highlights areas or issues which may present an ethical or reputational risk to the School in relation to receiving a gift or grant from a particular individual, company or foundation.
- The team provides a screening service to the School for grants and donations. A screening can be requested by the relationship-holder within a department which is seeking philanthropic investment. The team is responsible for undertaking the research for both full screenings and initial screenings in accordance with the School's current policy for the acceptance of grants and donations.
- The team is also responsible for managing screenings through the approval process and for recording all related information and decisions.

To request a screening visit:

<http://www2.lse.ac.uk/intranet/LSEServices/ODAR/EthicsAndPolicies/Home.aspx>

### **Development Communications team**

- The Development Communications team is responsible for supporting the communications and marketing needs of the teams within ODAR.
- The team also runs the School's stewardship programme, which ensures that major donors to LSE are thanked and recognised in a consistent and appropriate way.

### **ODAR in North America**

- The LSE Foundation is a subsidiary of LSE dedicated to developing relationships with US and Canadian alumni, friends, foundations and corporations. It has four employees who are based in an office in New York and is managed by ODAR in London.
- The LSE Centennial Fund, an IRS 501(c)3 vehicle headed up by a volunteer board, ensures the tax deductible status of gifts from US donors.
- ODAR in London should be first port of call for Heads of Department looking to link with US or Canadian alumni and foundations.

### **How ODAR works with Heads of Departments**

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- ODAR works with departments that wish to email alumni about departmental developments or initiatives, and will send such mass communications through Houghton Street Online (HSO), the alumni web community system. It can provide accurate alumni data to departments provided it receives adequate assurances on the use of that data. ODAR's database team will also manage any data collected by the academic department in the alumni database. To comply with data protection, departments must first complete a database request form when seeking data from ODAR.
- ODAR can work with departments to develop departmental alumni programmes in order to engage and build relationships with alumni.

- In accordance with the procedures outlined by the Director, Heads of Department seeking philanthropic investment for their departments must contact ODAR at an early stage to gain School approval to fundraise for their project and to develop a convincing case for support. Heads of Department should be prepared for a process of relationship building that will yield long-term success. ODAR will maintain a central record of donors and donations received, removing the administration burden from the department and ensuring consistent stewardship.
- ODAR can work with Heads of Department to ensure that philanthropic investment for their departments complies with the working ethical procedures of the School. Following the completion of either a full screening request form or initial screening request form sent to [odar.research.screening@lse.ac.uk](mailto:odar.research.screening@lse.ac.uk), ODAR can produce a screening, guide it through the approval process and ensure that it is documented, including the requester at each stage.
- Departments should not launch mass solicitations of their entire alumni body because this is at odds with the important work of the Annual Fund. Departments can apply for funding from the Annual Fund on an annual basis.
- If your work involves travel on behalf of the School and you would be willing to talk to our international alumni groups during your visit, please be in touch. The School's Linking Up initiative, run by the External Relations Division, can make a financial contribution to LSE academics who are willing to undertake alumni activity during their overseas travel.
- Please also get in touch if you would be willing to participate in the alumni events and reunions programme. This could be as a speaker or host.

## **Contact us**

If you are interested in learning more about ODAR and how philanthropy or alumni relations might make a difference in your department, please contact us:

### **Development and Fundraising**

**Fiona Kirk**, Director of Development and Alumni Relations  
+44 (0)20 7955 5334, [f.kirk@lse.ac.uk](mailto:f.kirk@lse.ac.uk)

### **Alumni Relations**

**Charlotte Armah**, Head of Alumni Relations  
+44 (0)20 7955 7052, [c.armah@lse.ac.uk](mailto:c.armah@lse.ac.uk)

# Planning Unit

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## Heads of Department Responsibilities

Most of the responsibilities expected of a Head of Department in relation to the Planning Unit's functions are covered elsewhere in this document, but it is worth spelling them out separately as follows:

- encouraging a constructive approach to strategic and operational planning within the department, including realistic projections of future staffing requirements, student targets and fee levels for new programmes (and where appropriate the withdrawal of programmes) and research developments, as all of these activities have resource implications that should be addressed in good time and through the appropriate channels;
- ensuring that a watchful eye is kept on the performance of the department, not just teaching and research, but also its market position, student admissions processes and their out-turn, and that necessary action is taken;
- keeping colleagues adequately informed, particularly on planning matters; and
- the use of resources in an effective and efficient manner.

## Resource Allocation Model (RAM)

The School operates a factor-based RAM whereby resources are centrally allocated to Academic Units via the Academic Planning and Resources Committee (APRC). In order to provide the APRC with a more holistic view of departmental activity, the RAM employs four indicators:

- Student : Staff Ratio (SSR) with differential weightings according to student degree level and year of undergraduate study;
- Financial contribution in terms of surplus/deficit, derived from the data underpinning the School's financial forecasts;
- Salary costs as a percentage of departmental income;
- Student demand/programme health indicators flagging any problem areas with student recruitment or programme size.

Although the RAM suggests changes to staffing levels and student targets, these are not automatic and will not be made without taking the departmental context into consideration. The RAM indicators form part of the Annual Monitoring discussions scheduled to take place during the Michaelmas Term. Additional resources need to be justified on the basis that they are a means to achieve the departmental strategy and not requested with reference to the RAM indicators in isolation. Some variation in the indicators between departments is to be expected and the APRC has explicitly acknowledged the need for cross-subsidisation to maintain the full range of social sciences within the School. If a department is identified as an outlier on a particular measure then explanations for this deviation will be sought and recorded rather than notional adjustments being made to the RAM.

A secure website has been set up to distribute the RAM information for all departments. The website contains the indicators and detailed data sheets for each department as well as detailed guidelines. It can be accessed via the Planning Unit website using your normal LSE log-in and password (<http://www2.lse.ac.uk/intranet/LSEServices/planningUnit/Home.aspx>). The Planning Unit offers briefing sessions on request for Heads of Department and Departmental Managers to address issues of concern with the RAM and/or explain the underpinning data and concepts.

## Minimum Staffing Levels (MSLs)

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Each Academic Department / Institute is given an allocation of MSL points. Each MSL point has a cash equivalent value but for the purposes of staffing resources the MSL point is used rather than cash. MSL allocations are set by the APRC for each unit taking into account the outcomes of APRC reviews, promotions within the unit and developments agreed at the Annual Monitoring meetings. Each salary band has an associated MSL point value, determined by the relative average cost of an appointment at that grade including on-costs. Units have a degree of freedom and flexibility in how they choose to spend their MSL points within their overall allocation without referring back to APRC.

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 Human Resources Division.

In August and March, the Planning Unit sends out updated MSL forms for agreement and sign-off. Live MSL forms can be accessed at any time by Heads of Department and Departmental Managers via the Outlook Public Folders.

Full instructions on the MSL system can be accessed via the Planning Unit website (<http://www2.lse.ac.uk/intranet/LSEServices/planningUnit/Home.aspx>).

In the first instance, any queries relating to the MSL system should be addressed as follows:

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

## Departmental Funding

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The School's model for allocating non-staff departmental funding brings together five main streams under a single payment:

- Core Departmental Funding
- Student Hospitality
- Special Factors
- Premium Fee Allocation
- Staff Research Fund

The distribution of non-staff funding is determined annually by the Planning Unit in line with guidelines agreed by the APRC and applied at the discretion of the Head of Department, albeit spend must be against a specific set of expense codes.

The Departmental Funding guidelines, including the list of expense codes for each stream, are available via the Planning Unit website (<http://www2.lse.ac.uk/intranet/LSEServices/planningUnit/Home.aspx>)



## Research Division

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The purpose of the Research Division (RD) is to support externally-funded research throughout the lifecycle of the grant or contract and beyond, and to support the School's research policies and REF preparations. RD can be found on the 7th floor of Tower 1.

Our vision is to provide high quality professional services to enable academic colleagues to focus on high quality research. To this end, RD assists the School's academic community in respect of all areas of funded research activity, including:

- Identifying appropriate funding opportunities;
- providing training in skills required for grant-writing;
- advising on the development of research grant proposals, including aspects of project development, collaboration with other research bodies, co-funding arrangements, and the preparation of cases for support;
- advising on costing and pricing of research;
- liaising with other service providers within the School to plan the provision of support required of research projects and programmes;
- negotiating contracts and agreements;
- acting as budget controller for grants and contracts;
- providing budgetary and financial information and assistance;

The Corporate Relations Unit (CRU) sits within RD and seeks opportunities for the School to meet the research needs of corporate clients and supports the School's knowledge exchange activities (including Higher Education Innovation Fund (HEIF) activities).

We support the School's preparations for the Research Excellence Framework (REF) and we support the Pro Director (Research and External Relations) in relation to research policy and strategy.

We also support internally-funded research and manage the Seed Fund.

Link to RD web site for:

- **News updates**

<http://www2.lse.ac.uk/intranet/researchAndDevelopment/home.aspx>

- **Current Funding Opportunities**

<http://www2.lse.ac.uk/intranet/researchAndDevelopment/fundingOpportunities/fundingOpportunities.aspx>

- **Research Policy**

<http://www2.lse.ac.uk/intranet/researchAndDevelopment/researchPolicy/home.aspx>

- **Corporate Relations Unit**

<https://www2.lse.ac.uk/businessAndConsultancy/CRU/internal/Home.aspx>

- **General Information about RD**

<http://www2.lse.ac.uk/intranet/researchAndDevelopment/aboutResearchAndDevelopment/home.aspx>

# Research Excellence Framework (REF)

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## How REF works at the School

- REF Strategy Committee: overall strategic management of School's REF preparation; final approval of which staff will be submitted to which unit of assessment.
- Departments: prepare data at request of REFSC on research outputs, research impacts and research environment, either via HOD or Chair of Departmental Research Committee.
- Research Division: central coordination, data management and advice to departments.
- REF Coordinators: liaise between departments and REFSC.

## Key REF dates

31 October 2013	Census date for staff to be in post
30 November 2013	Submission deadline
31 December 2013	Census date for REF outputs to be in the public domain

## Research outputs

- REF outputs held on LSE Research Online (School repository for REF submission) – see departmental Library liaison person
- Each REF output to be internally graded on the following scale:

4*	Quality that is world-leading in terms of originality, significance and rigour
3*	Quality that is internationally excellent in terms of originality, significance and rigour but which nonetheless falls short of the highest standards of excellence
2*	Quality that is recognised internationally in terms of originality, significance and rigour
1*	Quality that is recognised nationally in terms of originality, significance and rigour
0	Quality that falls below the standard of nationally recognised work. Or work which does not meet the published definition of research for the purposes of this assessment

- Second round of external assessment in Lent Term 2013. External assessors to review internal grades and read sample of outputs not previously subject to external review plus outputs at the 2\*-3\* margin.
- REF budget approved by the School for this purpose.
- External reviewers feedback to departments by the end of Lent Term; feedback reviewed by REFSC in April 2013.
- REFSC to make final decisions on staff inclusion in May 2013. Staff who will not be included will receive a letter from Chair of REFSC by 14 June 2013.

## Impact Template (REF3a):

- First drafts of impact template to be submitted to REFSC by end of MT 2012.
- School will provide some generic data which departments can adapt for impact templates.

## Impact Case Studies (REF3b):

- Departments already submitted one page document per case study in Michaelmas Term 2011.
- First final drafts (4 pages max) to be submitted to REFSC by 30 September 2012.
- Minimum of 1 case study plus additional 1 case study per every 10 members of staff (rounded up to nearest 10).
- REFSC recommends that departments prepare more than minimum threshold number for 'back-up' purposes.

- Further details of how HEFCE will assess impact published in the Panel Criteria and Working Methods (circulated to HODs in January 2012).

### Research Environment (REF5):

- Departments to provide first draft of 'research environment' template to REFSC by end of MT 2012.
- School will provide some generic data which departments can adapt for environment templates.

### REF Coordinators

- REF Coordinators: Professors Nick Barr and Barry Buzan
- Hold regular meetings with Heads of Department and / or chairs of Departmental Research Committees, split as follows:

Barry Buzan	Nick Barr
Anthropology	Accounting
Economic History	European Institute
Gender Institute	Economics
Geography & Environment	Finance
Government	Management
International Development	Maths
International History	Media & Communications
International Relations	Methodology Institute
Law	Philosophy
Social Psychology	Social Policy
Sociology	Statistics

### Financial support for REF

- Departments already identified individuals for 'targeted assistance' from School's REF budget, for research leave or research assistance, to publish 3\* or 4\* outputs.
- LSE faculty serving on REF sub-panels to receive £15,000 compensation for their departments to relieve them of some of their duties, e.g. secretarial or research support or short-term teaching replacement during 2013-14.
- Contingency fund to retain key professorial staff due to retire before 1 October 2011 on a case by case basis (already identified) plus 'bridging fund' to bring forward early replacement of professorial staff retiring in 2013/14.
- External review of outputs.
- Support for impact case study authors (RAs for data gathering etc).

### LSE's REF website

Key information from HEFCE and on the School's preparations:

<http://www2.lse.ac.uk/intranet/researchAndDevelopment/researchExcellenceFramework2014/home.aspx>

### Who to contact

General REF advice and enquiries including financial support: **Jo Hemmings**, Research Division  
[j.hemmings@lse.ac.uk](mailto:j.hemmings@lse.ac.uk)

REF Coordinators: **Nick Barr**, [n.barr@lse.ac.uk](mailto:n.barr@lse.ac.uk)  
**Barry Buzan**, [b.g.buzan@lse.ac.uk](mailto:b.g.buzan@lse.ac.uk)

Chair of REFSC: **Stuart Corbridge**, [s.e.corbridge@lse.ac.uk](mailto:s.e.corbridge@lse.ac.uk)

## APRC Review Cycle

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There are three main elements to the review process for Academic Departments:

- (i) agreement of Departmental Development Plans (DDPs) covering the medium and long term;
- (ii) Annual Monitoring to assess whether plans are being adhered to and evaluate competing resource bids; and
- (iii) in-depth APRC reviews of selected departments, typically where specific issues have been identified, although the APRC or the department can request such a review at any time.

In June 2006 each Head of Department submitted a DDP to the APRC providing a self-assessment of their department's current position and plans for development in teaching and research over the coming five year period. APRC conducted an interim review of the DDPs in 2009/10 and during 2011/12 departments provided 'light touch' submission documents focusing on changes, challenges and future plans for their department. The preparation and evaluation of full DDPs is scheduled for 2013/14 (to take effect from academic year 2014/15) addressing such issues as changing market conditions, staffing levels and priorities for initiatives to respond to developments in the substantive area. A cycle of interim review and new full DDPs will then continue on a three year basis.

During the Michaelmas Term each year, Heads of Department/Institute are required to attend Annual Monitoring meetings with the Director and Pro-Directors. These meetings provide an opportunity to discuss progress towards objectives identified in the DDP, any revisions to those objectives, programme health, staffing and resource levels, as well as issues arising from the RAM indicators. The outcomes of these discussions are reported to the APRC which then identifies:

- (i) departments that will not be subject to a further review in the coming session as no issues were deemed by the department or APRC to require action;
- (ii) specific issues arising, either localised to an individual area / unit or School-wide, which can be addressed by an immediate review in the Lent Term;
- (iii) any fundamental issues to be the focus of a more in-depth review in the following academic session.

Departments may request an APRC review regardless of progress and similarly the APRC may request a full review of a department deemed to be progressing satisfactorily. Prolonged or dramatic deviation from agreed objectives and targets may result in the APRC endorsing claw-back of resources.

## Teaching Quality Assurance and Review Office (TQARO)

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TQARO is an office in the Academic Registrar's Division. It is responsible for assuring the quality of the School's teaching and academic standards to all stakeholders. It does this by organising the School's engagement with the Quality Assurance Agency (QAA) and its policies. Its staff service senior School committees and conduct reviews of academic Departments. They also carry out teaching surveys and update programme regulations and course guides for the School Calendar. They also provide advice and guidance on the many procedures and policy areas that support this activity.

Contact between Departments and TQARO takes four main forms:

- (i) TLAC reviews, which each Department undergoes every five years;
- (ii) the annual teaching surveys;
- (iii) the annual reporting exercise on the outcome of Departmental quality assurance processes, including course monitoring and programme review;
- (iv) and the communication to Departments by TQARO of any major policy decisions that senior School committees make.

As a result of the 2011 QAA Institutional Audit, the School's TLAC review process will itself be subject to a review during the 2012/13 academic year. No reviews will be held this year, in part, also, to allow Departments the time to prepare their REF submissions. A new review process will be in place for the 2013/14 academic year, on which relevant Departmental staff will be consulted.

The School will also develop guidance on Departmental course monitoring and programme review processes. Again, this guidance will be developed in consultation with Departments.

More information about TQARO and its work can be found here:

<http://www2.lse.ac.uk/intranet/LSEServices/TQARO/Home.aspx>

Please address any questions about TQARO or its work to **Mark Thomson**, who would be happy to help ([m.t.thomson@lse.ac.uk](mailto:m.t.thomson@lse.ac.uk), 6114).

# TLC support for and work with Heads of Departments

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TLC provides staff development events, group and one to one support and some funding for a variety of activities related to the development of academic and research staff in their various teaching, research and academic management roles. If the support you or your colleagues need is not indicated below, please feel free to ask! Email: [l.barnett@lse.ac.uk](mailto:l.barnett@lse.ac.uk) with any requests or enquiries.

TLC also provides a range of study and personal support services to students, including the Disability and Well-being Service (which includes the mental health and well being advisers), the Student and Staff Counselling Services, Study Advisers for both qualitative and quantitative subjects, and houses a Royal Literary Fund fellow who provides one to one support to both staff and students on their writing. If you would like us to work with your department on any aspects of student study/learning/ personal support, please get in touch.

The following summarises some of the main ways in which we work directly with Heads of Departments.

## 1. Development opportunities/support from TLC for Heads of Departments/ Institutes

- Follow-up from the induction event in the form of additional sessions, which you will be reminded about via email, and opportunity for one-to-one tailored support/group sessions on request
- Heads of Departments lunch meetings – 5 per year preceding the Department Heads Forum meeting with the Director which takes place 1 week later.
- Directors of research centres – this is now taking on a more formal structure, and will probably have three meetings with the Director each year. NB this is only for Heads of formally constituted RCs, not department/interdepartment research interest groups or intra-departmental centres.
- Funding/support for departmental away days/department specific events and one-to-one coaching
- Special sessions on request – for heads of departments, directors of research centres, departments, research teams.

## 2. Development/induction for new staff/new roles

It helps considerably if Heads of Departments actively encourage colleagues to make use of TLC staff development opportunities – both directly, and via the Academic Career Development Scheme.

TLC provides detailed institutional induction for both academic and research staff. TLC liaises with DMs and HR to identify new appointments, and we then send each one a personal invitation to the induction. However, it is useful if HoDs motivate them as well. The main series of events takes place 11th-18th September 2012. Any staff missing the series or parts of it can contact us for one-to-one guidance.

New career track academic staff who are appointed pre-Major Review are now, as a result of Teaching Task Force recommendations, also expected to complete the associate level of the postgraduate certificate in higher. Again, we contact your new staff directly, but it is helpful if their involvement in the programme can be supported and encouraged by you. Part of the programme requirement is that new staff have at least two teaching observations: one by a member of TLC staff and one by a senior member of the department. This is also a requirement for all Major Review candidates. You may also be asked to review the portfolio of work prepared by staff required to undertake the PGCertHE prior to submission for final assessment. The key contact for the PGCertHE is **Neil Mclean** ([tlc.pgcert@lse.ac.uk](mailto:tlc.pgcert@lse.ac.uk)).

TLC provides training for new PhD supervisors, Departmental Tutors, Halls wardens and subwardens. If you feel that staff taking on other roles (e.g. admissions tutors, doctoral programme directors) need some advice and direction, please let us know. We have, for example, set up a termly meeting for Chairs of Departmental Teaching Committees to share ideas/practice. When succession planning, you might also want to encourage potential heads of departments and research team leaders to contact us for academic management development.

### **3. Supporting staff to put together the teaching element of Major Review documentation**

Feel free to refer Major Review candidates to TLC for advice on putting together their statements on teaching. Note that Heads of Departments can be instrumental in teaching prize awards – if you need advice, again contact Liz Barnett. As noted above, Major Review now also requires the inclusion of two teaching observation reports. TLC will automatically ensure that any staff enrolled on the PGCertHE have the requisite TOs. HR alert us to other MR staff who require a TLC TO. We will also provide guidance if required on excellent teachers in your department who might make good teaching observers and can provide advice on how to make best use of the observation process.

### **4. Follow-up to Academic Career Development scheme**

LSE has an Academic Career Development scheme which has recently been reviewed.

See the HR website for details:

<http://www2.lse.ac.uk/intranet/staff/humanResources/changingCircumstancesMovingOn/careerDevelopment/home.aspx>

TLC can provide departmental briefings on the scheme. In addition, we will arrange for any personal/professional development needs to be addressed, arising from development reviews. This may include:

- one-to-one advice/coaching, pointing staff to TLC-run events (e.g. in the past year, we have run two events in collaboration with the Research Division on REF Impact Case Studies and are exploring further more detailed support for case study authors; this summer we are trialling an event on “lecturing with passion” aimed at those teaching large, compulsory courses),
- funding to attend external training, (for example for modern foreign language courses, specialist research methods training),
- pointers to useful individuals/organisations or on-line resources etc.

The one thing we are not able to fund is staff attendance at disciplinary conferences – we expect this to be funded by departments/research centres.

One common request from heads of departments is assistance in working with staff facing “mid-career crisis” – be it that their research has stalled, their teaching is uninspired, or personal circumstances are proving challenging in enabling them to move their career forward. Again there are various options we can explore with you.

### **5. Follow-up to teaching surveys**

As a result of an Academic Board paper (June 2010), HoDs have been actively encouraged to look particularly carefully at the performance of class teachers, in order to identify any problems at an early stage. TLC receives summary data, for individual teachers, on the Michaelmas class teacher survey. We will contact Heads of Departments early in the Lent term to suggest those class teachers that may require some additional support. At present TLC uses two cut off scores – we ask that you do some gentle checking on class teachers with core scores of 2 or higher, and put clear measures in place to support teachers with 2.5 or higher. TLC is happy to assist with the latter. The latter group will be re-surveyed wherever possible in the Lent Survey, and on the basis of scores, feedback from teachers

and any additional support from TLC, you should then be ready to decide whether or not to appoint people to teach again the following year. We offer support direct to class teachers, and several contact us direct. With agreement from the class teachers we meet, we will provide feedback to you on the actions they are taking to improve their student feedback. You can also instruct teachers that they need to see us, and that we will provide you with feedback. Note that TLC together with the Language Centre (LC) can arrange for specialist language pronunciation tuition as well as teaching skills support. The LC now also has systems in place to assess teachers' English language proficiency for teaching purposes which you can use prior to selection.

As well as "problem" cases, the Michaelmas survey is often a good indicator of potential prize-winning GTAs. TLC will contact Heads of Departments after the Lent survey for nominations for GTA departmental prizes. The TLC prizes are for £350. Some departments add to that to give either a larger prize or more prizes.

Another outcome of the Teaching Task Force is that the Director of TLC now also sees teaching scores of full time faculty. Again this was addressed in the June 2010 Academic Board. If you have members of staff who appear to be having difficulties with engaging their students, please get in touch to discuss how best this might be tackled. There will be several options, including looking in detail at "problem" courses, possibly with an eye to using development funding to try out new approaches, as well as direct work with individual members of staff.

## **6. Teaching development grants**

As a result of the Teaching Task Force, TLC has additional funding available for development grants. We will always expect heads of departments to sign off any bids for development funding, and in so doing consider departmental priorities as well as individual interests. For example, it may be worth considering applying for teaching development grants pre/post TLAC reviews to address "problem issues" and "innovations", ideally in terms of educational methods, though some help in researching content/preparing course documentation also possible. TLC may also be able to help with special "departmental practice research studies" analyzing a particular issue of concern within a department, with a view to suggestions for development.

## **7. Special support for training and development of PhD students and research staff**

TLC has a member of staff with the specific remit to develop central support for PhD students and research staff. We will liaise with departments on this, but are also keen to receive proposals/suggestions from departments of activities they would be interested in developing for these two groups.

TLC also manages the Postgraduate Research Experience Survey (PRES) and Careers for Researchers on-line survey (CROS) and the Postgraduate Taught Experience Survey (PTES). PRES is run every 2-3 years (probably will run in 2011/12). The most recent survey closed in June 2009, and departmental level results were circulated. The CROS survey was run in the same year and a report on it put to the working group on research staff which was the precursor to the Research Staff Committee. We anticipate that both CROS and PRES will be run in 2012/13

Key contact in TLC: **Dr Sarabajaya Kumar** [s.kumar3@lse.ac.uk](mailto:s.kumar3@lse.ac.uk), ext 6079.

### **TLC main contact:**

**Dr Liz Barnett**, Director TLC, ext 6623, email [l.barnett@lse.ac.uk](mailto:l.barnett@lse.ac.uk)

**Liz Barnett**

June 2012



## LSE acronyms

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AB	Academic Board
ABAC	Academic Board Agenda Committee
AC	Appointments Committee
ANC	Academic Nominations Committee
APD	Academic and Professional Development Division (Teaching and Learning Centre (TLC), Language Centre and Careers Service)
APRC	Academic Planning and Resources Committee
APTOS	The LSE finance IT system
ARD	Academic Registrars' Division
AUT	Association of University Teachers
BME	Black and Minority Ethnic
CA	Central Administration
CERG	Council Effectiveness Review Group
CIERP	Common Initial Response Procedure (now replaced by MIIRP)
CLT	Centre for Learning Technology
CRU	Corporate Relations Unit
DDCF	Diversity and Disability Consultative Forum
DDP	Departmental Development Plans
DHF	Department Heads Forum (formerly Conveners Consultative Forum – CCF)
DM	Departmental Manager
DMT	Director's Management Team
DWO	Disability & Well-being Office
ECCG	Ethics Committee Consultative Group
ECU	Equality Challenge Unit
EDC	Equality and Diversity Committee
ELSE	<b>now named</b> LSE Enterprise Ltd (commercial arm of LSE)
ERD	External Relations Division
fEC	Full Economic Costings
FGPC (FC)	Finance and General Purposes Committee (now called Finance Committee)
GSSC	Graduate Studies Subcommittee
GTA	Graduate Teaching Assistant
HEIF	Higher Education Innovation Fund
HEFCE	Higher Education Funding Council for England
HESA	Higher Education Statistics Agency
HR	Human Resources
HSC	Health and Safety Committee
ITC	IT Committee
ITPB	IT Portfolio Board
ITS	Information Technology Services – consists of User Services (User Support, Training, Remote Support, AV Support, Technology Support and IT Purchasing), Management Information Services (Business Applications Development, Enterprise Development, Database Services and the Programme Office) and the Technical Infrastructure Group (Systems, Networks – including Telecoms – and Information Security)
JNCC	Joint Negotiating and Consultative Committee
KSB	Knowledge, Skills and Behaviours

LISC	Library and Information Services Committee (replaced by ITC & ITPB from 1.08.12)
MIIRP	Major Incident Initial Response Plan
MIS	MIS Management Information Services (Business Applications Development, Enterprise Development, Database Services and the Programme Office)
MSL	Minimum Staffing Level (LSE resource system which operates as points)
NPA	Non Professorial Academics
ODAR	Office of Development and Alumni Relations
OLL	Organisational & Lifelong Learning
OPPP	Operational Pounds per Point
PCPD	Planning and Corporate Policy Division
PDP	Personal Development Plans
QAA	Quality Assurance Agency (external agency which reviews quality of teaching and undertakes institutional reviews)
QR	Quality-related research funding – the element of HEFCE grant affected by RAE scores
R	Research element of HEFCE grant
RAE	Research Assessment Exercise (undertaken by HEFCE)
RAM	Resource allocation model
REC	Research Ethics Committee
REF	Research Excellence Framework
REFSC	Research Excellence Framework Strategy Committee
RD	Research Division
RRE	Resource Refocusing Exercise
SAC	Student Affairs Committee
SCC	Staff Consultative Council
SDP	Service Development Plan
SDR	Service Development Review
SERG	Special Economies and Revenue Generation
SNAF	Student Numbers and Fees Group
SSEP	Summer School & Executive Programme
SITS	Student Information Technology System (computer system used to store student records)
SSR	Staff : Student ratio
T	Teaching element of HEFCE grant
TLAC	Teaching, Learning and Assessment Committee
TLC	Teaching and Learning Centre
TQARO	Teaching Quality Assurance and Review Office (part of Academic registrar's division, responsible for teaching quality matters both internal and external, including the surveys of student views on courses)
TTF	Teaching task force
UCAS	Universities and Colleges Admissions Service
USS	Universities' Superannuation Scheme
USSC	Undergraduate Studies Subcommittee
VCAB	Vice-Chair of Academic Board
VCAC	Vice-Chair Appointments Committee
Web CT	Web Communication Technology used by CLT

## Key contacts

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(when calling externally all numbers are prefixed by 0207 955 except where noted)

### Academic Registrar's Division

Simeon Underwood	Academic Registrar and Director of Academic Services	ext 6858
Christine Child	Head of Student Service Centre	ext 7457
Cath Baldwin	Head of recruitment and admissions	ext 6750
Simon Beattie	Graduate admissions Manager	ext 6928
Gavin Eves	Student progression	ext 7139
Louisa Green	Manager of Research Degrees	ext 6766
Mark Thomson	Assistant Registrar and Head of TQARO	ext 6114

<b>Admissions Enquiries</b>	Selectors Hotline for Enquiries	ext 6799
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### Centre for Learning Technology

Steve Ryan	Director of the Centre for Learning Technology	ext 6008
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### Conference and Events Office

Alan Revel	Events Manager	ext 6446
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### Data Protection

Dan Bennett	For advice	ext 6481
Rachael Maguire	For advice	ext 4622

### Development and Alumni Office

Fiona Kirk	Director of Development	020 7107	ext 5334
Charlotte Armah	Head of Alumni Relations		ext 7052
Rachel Jones	Head of Development		ext 7449
Felicity Jones	Manager, Trusts & Foundations		ext 7451

### Directorate

Prof Craig Calhoun	Director		ext 7006
Veronique Mizgailo	PA to the Director		ext 6285
Cliff Hannon	Admin Assistant		ext 7007
Prof Stuart Corbridge	Pro-Director		ext 6389
Prof George Gaskell	Pro-Director		ext 7702
Prof Paul Kelly	Pro-Director		ext 7190
Lizzie Andrews	PA to George Gaskell and Paul Kelly		ext 7014
Geraldine Miric	PA to Stuart Corbridge	020 7852	ext 3653

### Disability & Well-being Office (part of Teaching and Learning Centre)

Dr Nicola Martin	Head of Disability and Well-being Service	ext 6034
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<b>Diversity Adviser</b>	Ferhat Nazir-Bhatti	ext 6171
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### LSE Enterprise Ltd

Simon Flemmington	Chief Executive	ext 6852
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### Estates

Julian Robinson	Director of Estates	ext 6761
Alan Blair	Director of Facilities Management	ext 6761
Ken Kinsella	Director of Capital Development	020 7849 ext 4951

### External Relations Division

Robin Hoggard	Director of External Relations Division	ext 7061
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Claire Sanders	Head of Communications	ext 7053
Warwick Smith	Head of Press and Information Unit	ext 7440

### **Freedom of Information (Fol)**

Dan Bennett	For advice	ext 6481
Rachael Maguire	For advice	ext 4622

### **Finance**

Andrew Farrell	Director of Finance and Facilities	ext 7091
Mike Ferguson	Director of the Finance Division	ext 7094
Keith Adams	APTOS enquiries	ext 6149
Liz Bunting	Budget, account codes, transaction queries	ext 6884
Margaret Newson	Purchasing	ext 6635
Stephen Parsons	Tax	ext 5046
Kristy Rottenberry	Insurance	ext 5312
Glenn Ruane/John Curtis	Fees/student debt	ext 6480
Stuart Sharkey	Payments and Expenses claims	ext 7878
Ashley Wang	Endowments	ext 5041

### **Health and Safety**

Ann O'Brien	Advisor	020 7852	ext 3677
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### **Human Resources Division**

Chris Gosling	Director of Human Resources		ext 6111
Christopher McClelland	Deputy Director	020 7852	ext 3666
Steve Harris	Head of HR Services		ext 5275
Sarah March	Head of HR Partners		ext 5220
Aoife Doyle	HR Partner		ext 7070
Joanne Hunt	HR Partner		ext 7854
Lisa Morrow	HR Partner		ext 7070
Gwen O'Leary	HR Partner		ext 7072
Dominic Smith	HR Partner		ext 7782
Sofia Avgerinou	HR Manager		ext 6068
Gail Keeley	HR Manager, Policy and ER		ext 6672
Chris Watt	HR Manager, Organisational and Lifelong Learning		ext 6205
Jenny Casey	Deputy HR Manager, Pensions		ext 7093

### **IT Services**

Nick Deynes	Director of Information Management and Technology	ext 6633
Andy Coulthard	Assistant Director ITS (MIS)	ext 6745
Adrian Ridpath	Assistant Director ITS (Technical Infrastructure)	ext 7552

### **Library**

Elizabeth Chapman	Director of Library Services	ext 7224
Nicola Wright	Deputy Director of Library Services	ext 7217
Helen Cocker	Head of Public Services Group	ext 6336
Sue Donnelly	Head of Archives Services Group	ext 7947
Martin Reid	Head of Academic Services Group	ext 7616
Vonny Bee	Teaching Support Manager (Academic Services Group) (for reading lists, course collection, course packs)	ext 7946
Tim Green	Library IT Support Manager (Collection Services Group)	ext 6140
Jo James	Library Administration Manager (Resource & Innovations Group)	ext 6127

### **LSE Careers Service**

	(part of Academic and Professional Development Division)	
Jenny Owen	Head of Careers	ext 6964

**LSE Language Centre** (part of Academic and Professional Development Division)  
 Nick Byrne                      Head of Language Centre                      ext 6899

**Planning and Corporate Policy Division**

Wayne Tatlow	Director and Head of Planning	ext 7407
Gary Barclay	MSL/resources enquiries	ext 7948
Selina Hannaford	APRC issues	ext 7520
Kevin Haynes	Head of Legal and Compliance	ext 7823
Jane Pugh	Governance Officer	ext 6866
Jayne Rose	Head of Governance	ext 6811

**Research Division**

David Coombe	Director of RD	ext 7114
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**Residential Services and Catering**

Ian Spencer	Director of Residential Service	ext 7083
Liz Thomas	Head of Catering	ext 7220

**Secretary's Office**

Susan Scholefield	The School Secretary	0207 7107	ext 5214
Yolanda Caramba-Coker	Executive Officer to the Secretary		ext 7009

**Security and Portering**

Paul Thornbury	Head of Security	ext 6055
Vic Finnigan	Team leader, portering	ext 6760

**Teaching and Learning Centre** (part of Academic and Professional Development Division)

Dr Liz Barnett	Director TLC	ext 6623
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## **Head of Department and Departmental Manager contact details 2012-2013**



### **Accounting**

**Head:** Professor Wim Van der Stede (OLD2.18, 6695, w.van-der-stede@lse.ac.uk)

**Departmental Manager:** Yvonne Guthrie (OLD3.19, 6408, y.guthrie@lse.ac.uk)



### **Anthropology**

**Head:** Professor Rita Astuti (OLD6.11, 7206, r.astuti@lse.ac.uk)

**Departmental Manager:** Yanina Hinrichsen (OLD6.03, 7202, y.hinrichsen@lse.ac.uk)



### **Economic History**

**Head:** Dr Max-Stephan Schulze (C420, 7071, m.s.schulze@lse.ac.uk)

**Departmental Manager:** Linda Sampson (C419, 7084, l.sampson@lse.ac.uk)



### **Economics**

**Head:** Professor Michele Piccione (S477, 7495, m.piccione@lse.ac.uk)

**Dept Managers:** Charlotte Knights – Planning & Resources (S778, 7230, c.knights@lse.ac.uk)

Sam Keenan – Operations (S666, 7545, s.keenan@lse.ac.uk)

**PA:** Emma Taverner (S879, 7418, e.taverner@lse.ac.uk)



### **Finance**

**Group Head:** Professor David Webb (OLDM3.09, 7275, d.c.webb@lse.ac.uk)

**Departmental Manager:** Osmana Raie (OLD301, 7324, o.raie@lse.ac.uk)



### **Geography and Environment**

**Head:** Professor Eric Neumayer (S503, 7598, e.neumayer@lse.ac.uk)

**Departmental Manager:** Elaine Gascoyne (S409, 7587, e.gascoyne@lse.ac.uk)



### **Government**

**Head:** Professor Simon Hix (CON3.07, 7657, s.hix@lse.ac.uk)

**Departmental Manager:** Nicole Boyce (CON3.12, 7204, n.boyce@lse.ac.uk)



### **International History**

**Head:** Professor Nigel Ashton (E408, 7104, n.ashton@lse.ac.uk)

**Departmental Manager:** Demetra Frini (E404, 7548, d.frini@lse.ac.uk)



### **International Relations**

**Head:** Professor Kimberley Hutchings (CLM4.07, 7185, k.hutchings@lse.ac.uk)

**Departmental Manager:** Hilary Parker (CLM6.05, 7404, h.parker@lse.ac.uk)



### **International Development**

**Head:** Professor Tim Alan (CON7.12, 7430, t.allen@lse.ac.uk)

**Departmental Manager:** Stephanie Davies (CON8.08, 6235, s.davies@lse.ac.uk)



## **Law**

**Head:** Professor Emily Jackson (NAB7.12, 6368, e.jackson@lse.ac.uk)

**Departmental Managers:** Joy Whyte – Planning & Resources (NAB 6.16, 7278, j.m.whyte@lse.ac.uk)  
Harriet Carter – Operations and Personnel (NAB 6.16, 7583, h.c.carter@lse.ac.uk)



## **Management**

**Heads:** Professor Gwyn Bevan (NAB4.23, 7653, r.g.bevan@lse.ac.uk)

Professor Saul Estrin (NAB4.32, 6629, s.estrin@lse.ac.uk)

**Departmental Manager – Strategic Planning and Development:** Joanne Hay, (NAB4.36, 6249, j.hay@lse.ac.uk)



## **Employment Relations and Organisational Behaviour Group (EROB)**

**Group Head:** Dr Jackie Coyle-Shapiro (NAB4.20, 7035, j.a.coyle-shapiro@lse.ac.uk)

**Manager:** Nenna Opara (NAB4, 7042, n.opara@lse.ac.uk)



## **Information Systems Group**

**Group Head:** Professor Chrisanthi Avgerou (NAB3.22, 7634, c.avgerou@lse.ac.uk)

**Manager:** Imran Iqbal (NAB3.09, 6398, i.iqbal2@lse.ac.uk)



## **Managerial Economics and Strategy Group**

**Group Head:** Professor Luis Garicano (NAB5.23, 5154, l.garicano@lse.ac.uk)

**Manager:** Sharon Halkyard (NAB5.38, 7920, s.halkyard@lse.ac.uk)



## **Management Science Group (formerly Operational Research)**

**Group Head:** Professor Richard Steinberg (NAB3.08, 6885, r.j.steinberg@lse.ac.uk)

**Manager:** Brenda Mowlam (NAB3.06, 7653, b.mowlam@lse.ac.uk)



## **Mathematics**

**Head:** Professor Jan van den Heuvel (COL3.07, 7625, jan@maths.lse.ac.uk)

**Departmental Manager:** David Scott (COL3.10, 6373, d.scott1@lse.ac.uk)



## **Media and Communication**

**Head:** Professor Lilie Chouliaraki (S102, 0207 852 3790, l.chouliaraki@lse.ac.uk)

**Departmental Manager:** Catherine Bennett (S116c, 6107, c.l.bennett@lse.ac.uk)



## **Methodology**

**Head:** Professor Kenneth Benoit (COL8.11, 6812, k.r.benoit@lse.ac.uk)

**Departmental Manager:** John Fyson (COL8.07, 7639, j.a.fyson@lse.ac.uk)



## **Philosophy, Logic & Scientific Method**

**Head:** Professor Luc Bovens (LAK4.03, 6822, l.bovens@lse.ac.uk)

**Departmental Manager:** Rebecca Matthams (LAK3.04, 7340, r.matthams@lse.ac.uk)



## **Social Policy**

**Head:** Professor Tim Newburn (OLD2.27, 6220, t.newburn@lse.ac.uk)

**Departmental Manager:** John Wilkes (OLD2.48, 7345, j.wilkes@lse.ac.uk)



### **Sociology**

**Head:** Professor Bridget Hutter (S217, 7287, b.m.hutter@lse.ac.uk)

**Departmental Manager:** Louise Fisher (S204, 7305, l.c.fisher@lse.ac.uk)



### **Statistics**

**Head:** Professor Chris Skinner (COL7.13, 6726, c.j.skinner@lse.ac.uk) *from 1 January 2013*

**Departmental Manager:** Imelda Noble (COL6.13, 7731, i.noble@lse.ac.uk)



### **Language Centre** (part of Academic and Professional Development Division)

**Head:** Nick Byrne (C804, 6899, n.byrne@lse.ac.uk)

**Departmental Manager:** John Heyworth (C722, 7933, j.heyworth@lse.ac.uk)

## **Interdisciplinary Institutes**



### **Gender Institute**

**Head:** Professor Anne Phillips (CON5.07, 6979, a.phillips@lse.ac.uk)

**Institute Manager:** Hazel Johnstone (COL5.04GI, 5316, h.johnstone@lse.ac.uk)



### **Institute of Social Psychology**

**Head:** Professor Saadi Lahlou, (S303, 6795, s.lahlou@lse.ac.uk)

**Institute Manager:** Daniel Linehan, (S304, 7712, d.p.linehan@lse.ac.uk)



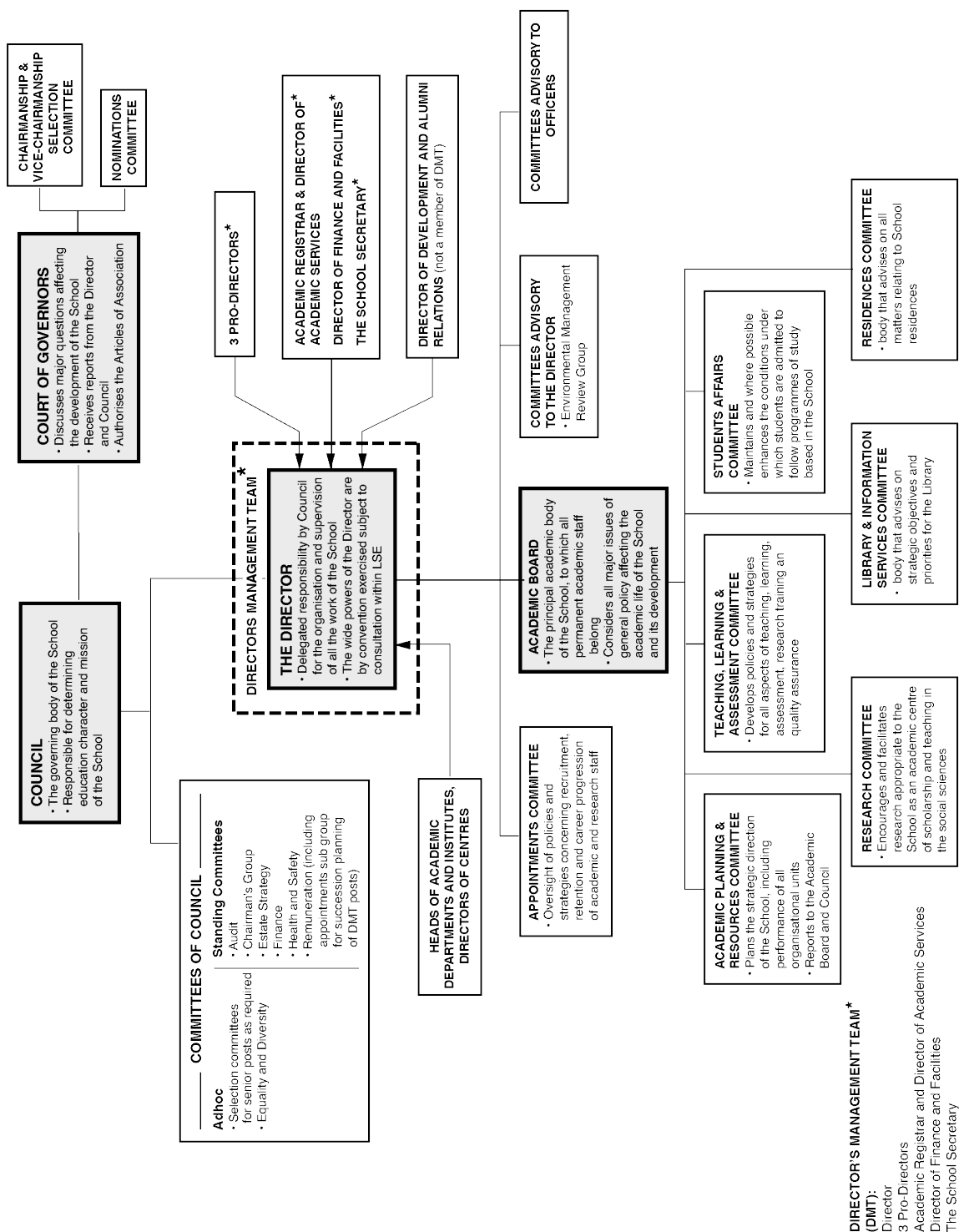
### **The European Institute**

**Head:** Professor Paul de Grauwe (COW1.02, 6464, p.c.de-grauwe@lse.ac.uk)

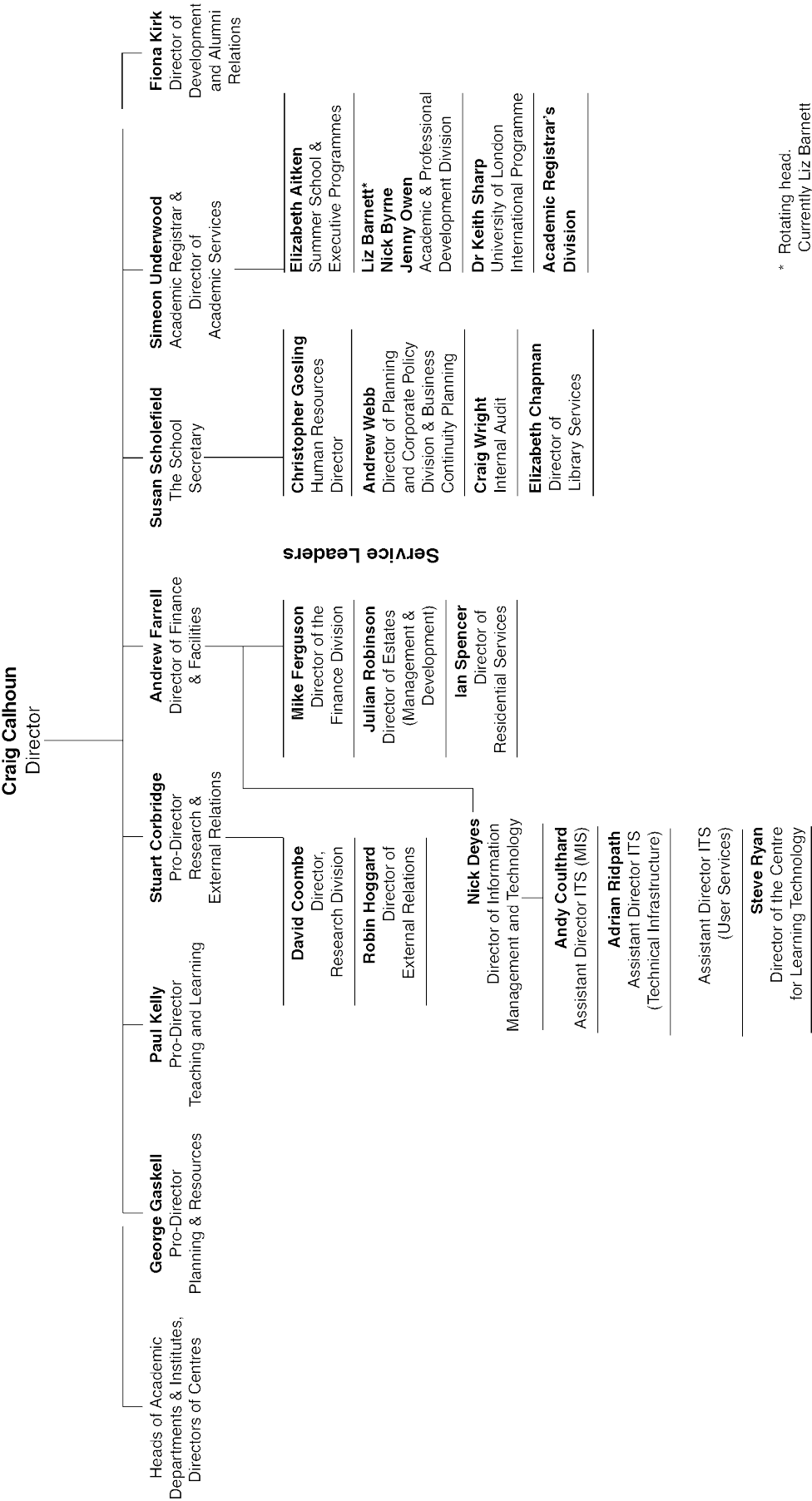
**Departmental Manager:** Andrew Sherwood (COW2.13, 6780, a.sherwood@lse.ac.uk)



# The Structure of School Governance

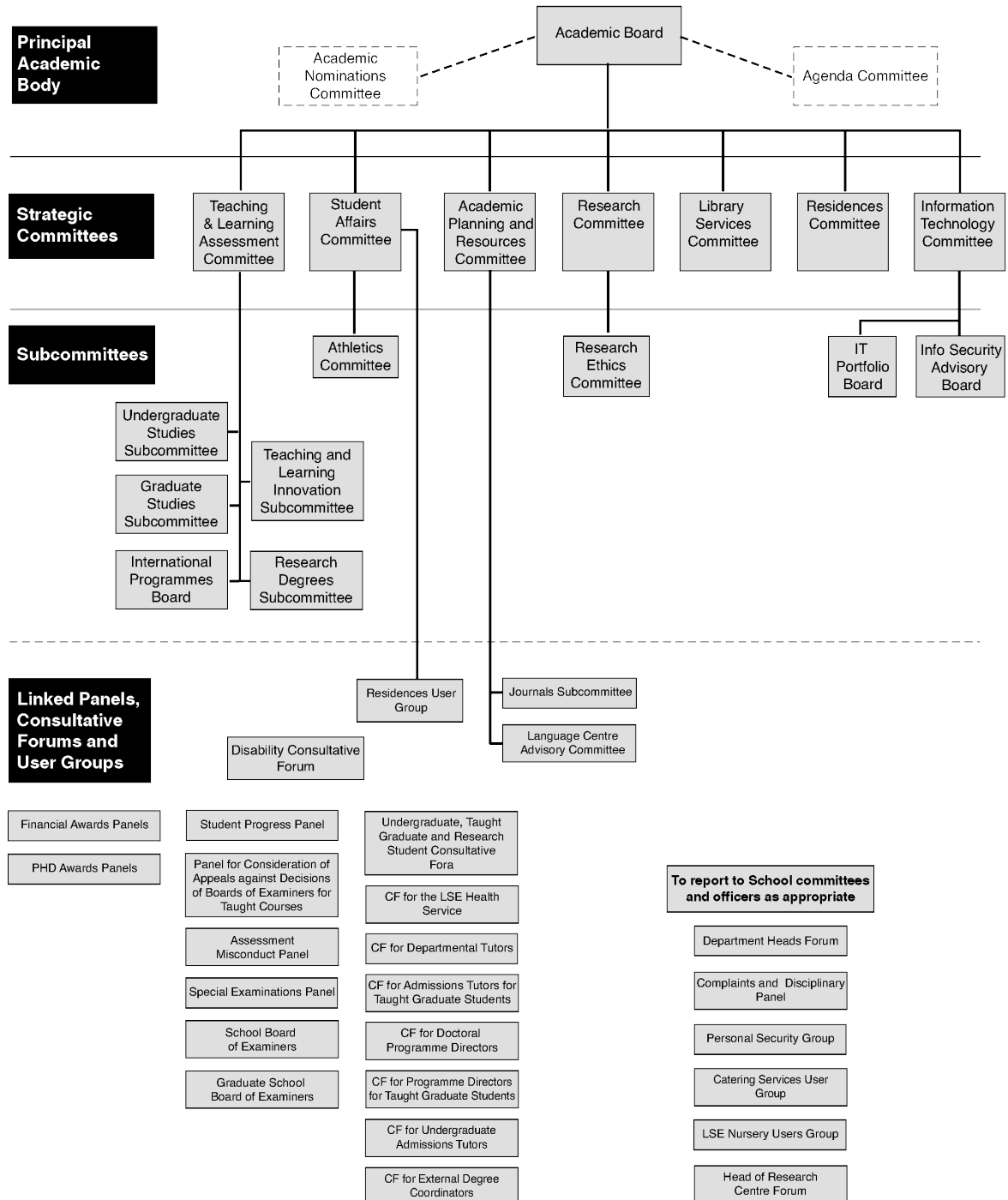


# The Senior Management of the School

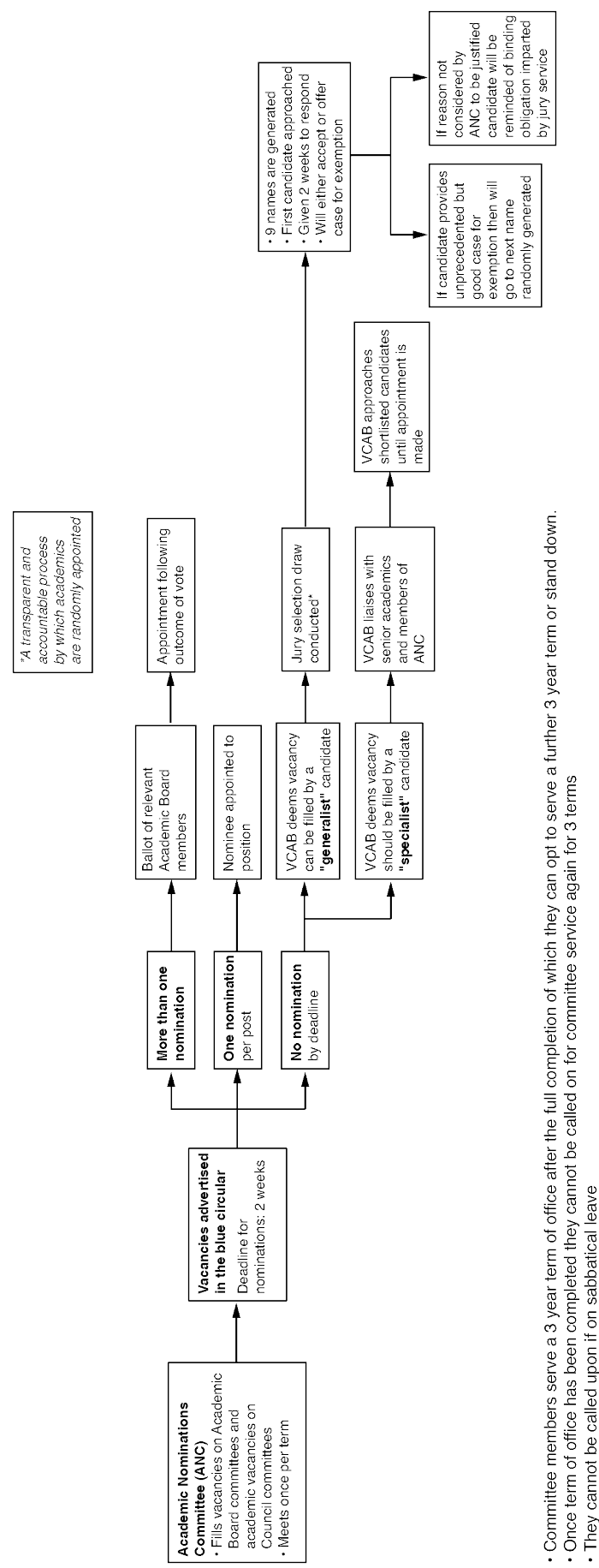


\* Rotating head.  
Currently Liz Barnett

## Academic Committee Structure



# Committee Selection Procedure



## Key Dates for your Diary

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### **Term dates: 2012 – 13:**

#### **Michaelmas Term**

Thursday 4 October – Friday 14 December 2012

#### **Lent Term**

Monday 14 January – Friday 22 March 2013

#### **Summer Term**

Monday 29 April – Friday 5 July 2013

### **School closures:**

Friday 21 December 2012 to Tuesday 1 January 2013 inclusive, and  
Thursday 28 March to Wednesday 3 April 2013 inclusive.

### **Degree Ceremony Dates:**

Tuesday 18, Wednesday 19 and Thursday 20 December 2012

Wednesday 17, Thursday 18 and Friday 19 July 2013

Honorary Fellows Dinner Thursday 18 July 2013