

Guidance for Policy Fellow Career Track Promotion

1. Introduction

- 1.1. This document provides guidance for promotion to Band 6 (Policy Officer), Band 7 (Policy Fellow), Band 8 (Senior Policy Fellow) and Band 9 (Distinguished Policy Fellow).

2. Elements of the process that apply to all grades

- 2.1. All promotions of staff to and within the Policy Fellow career track are contingent on the availability of funding.
- 2.2. Promotions require the following information to be submitted to Human Resources via email by the Head of Department/Institute Director/Centre Director:
 - i. A formal letter of justification from the Head of Department or Centre or Institute Director, explaining the reasons for the promotion, giving evidence to demonstrate how the individual is already performing at the higher level or is clearly capable of performing at the higher level. This letter should systematically review all the elements of the relevant job description/role profile and explain how the individual meets them. The principal investigator of the project(s) on which the candidate is working, if not the Head of Department or Centre or Institute Director, should be consulted.
 - ii. A full job description. The job description will be evaluated in accordance with the role profiles to determine the grade of the post. (Please see the relevant [role profile](#).)
 - iii. A CV.
 - iv. For promotion to Policy Officer, Policy Fellow and Senior Policy Fellow: **two** outputs; for promotion to Distinguished Policy Fellow: **three** outputs. These can be research papers, policy reports, impact case studies, or brief descriptions of substantive deliverables to which the individual has contributed (e.g., the development and application to an area of policy or relevant practice of a novel methodology or analytical framework). Where this involves joint work, a brief explanation of the contributions made by the candidate should be provided (e.g., where a co-authored

policy report is submitted, or where a description is submitted of a deliverable that is a team effort).

v. Details of mentoring support that the individual has received.

vi. The names and contact details (including e-mail addresses) of:

- (a) **three** referees for promotion to Policy Officer;
- (b) **four** referees for promotion to Policy Fellow;
- (c) **five** referees for promotion to Senior Policy Fellow;
- (d) **six** referees for promotion to Distinguished Policy Fellow.

Referees must have relevant expertise in the field. All but one referee must be external to LSE.

- “External to LSE” means that a referee has not held any formal position at, or affiliation with, LSE in the last four years.
- Referees should not, normally, include people who have co-authored with the candidate in the past four years; Heads of Department/Centre or Institute Directors should seek the advice of the VCAC where co-authors may be best placed to act as referees.
- Referees should not include the candidate’s PhD supervisor(s) (where relevant), or their Master’s dissertation advisors (where this is their most recent degree).
- Human Resources will then seek approval from the VCAC for these referees and will contact them.

vii. Email confirmation from a central function such as LSE Research and Innovation or Finance Division of the availability of funding for promotion. This should include reference of the salary band and spine point of promotion and the date to which funding is available.

viii. If relevant, an [Optional Declaration of Individual Circumstances Form](#). This can be submitted by the candidate directly to Human Resources, if preferred. Details on how the submission of such forms are handled can be found in the Guidance on Optional Declarations of Individual Circumstances document, available [here](#).

2.3. Declaration of any possible conflicts of interest should also be highlighted to Human Resources at this stage. Human Resources will notify the VCAC and liaise with the School Secretary to ensure compliance with the School’s Ethics Code, available [here](#).

2.4. In each term, there will be one deadline for submitting requests for promotion. Deadlines will be published on the Human Resources website and communicated to relevant staff. To ensure consistency, all requests where the full documentation is received before that deadline will be considered together in that term.

2.5. The effective date of the promotion will be in the month following a complete submission and will be backdated to that time should the process of reaching the decision extend past that time.

2.6. Promoted individuals will move to the minimum salary on the next salary band (Salary Band 7, Step 32.5 for promotions to Policy Fellow; Salary Band 8, Step 38.5 for promotions to Senior Policy Fellow; Salary Band 9, Step 44 for promotions to Distinguished Policy Fellow), or receive two additional increments, whichever is greater (funds permitting), to be paid from the effective date of promotion.

- 2.7. All promotion decisions must be taken in line with LSE's Code of Practice on Free Speech, which outlines the School's responsibilities to protect and promote freedom of speech and academic freedom within the law.

3. Promotion to Band 6 (Policy Officer)

- 3.1. Once Human Resources have all the documentation above, the CV and statements, submitted outputs and the Job Description will be sent to referees who will be asked to comment in detail on the quality of the outputs.
- 3.2. All promotions to Policy Officer are subject to confirmation by the VCAC, who will review the documentation and referee reports and decide whether to approve the promotion. In cases of difficulty, the VCAC will refer the request to the Research Fellow and Policy Staff Promotions Panel (see section 4 below).

4. Promotion to Band 7 (Policy Fellow), Band 8 (Senior Policy Fellow), and Band 9 (Distinguished Policy Fellow)

Promotions to Policy Fellow, Senior Policy Fellow, and Distinguished Policy Fellow are subject to confirmation by the Research Fellow and Policy Staff Promotions Panel ("the Panel"). The Panel will consist of:

- Either VCAC or VPFD, who will also act as Chair
 - Associate Vice President (Impact)
 - Associate Vice President (Research)
 - A Centre or Institute Director or senior member of staff with experience on, or of managing staff on, the relevant grades (e.g., a Professor [NAC], a Professorial Research Fellow, a Distinguished Policy Fellow), appointed for a period of two years by the VPFD.
- 4.2. Members will declare any conflict of interest and will not contribute to the discussion or decision of a case where the Chair judges there to be a conflict of interest. Where the Chair themselves has a conflict of interest, the Associate Vice President (Impact) will replace them as chair.
- 4.3. The Panel will meet once per term. It will aim to decide cases by consensus but can decide cases by majority vote. The Chair will not vote unless necessary to provide the casting vote (e.g., because one of the members must recuse themselves or abstains for other reasons).
- 4.4. Note that while for every other level, **two** outputs must be submitted, for Promotion to Distinguished Policy Fellow, **three** outputs are required to be submitted for consideration by the referees and the Panel.
- 4.5. Once Human Resources have all the documentation above and the referees have been approved by the VCAC, relevant documentation (CV and statements, submitted outputs and the Job Description) will be sent to referees who will be asked to comment in detail

on the quality of the outputs.

- 4.6. Once the references have been received, Human Resources will submit the case to the Panel for consideration.

5. Self-sponsored cases

- 5.2. Whilst departmentally sponsored promotion is the usual route, individuals are free to propose their own promotion in instances where funding for the promotion is available, but the Department/Centre is not willing to support the promotion.

- 5.3. In such cases, the individual can write directly to the VCAC, copying in Human Resources, to make a case for promotion. The following information should be enclosed:

- i. A formal letter of justification, explaining the reasons for the promotion, giving evidence to demonstrate how the individual is performing at the higher level, or is clearly capable of performing at the higher level.
- ii. A CV.
- iii. Details of mentoring support that the individual has received.
- iv. The candidate should provide names and email addresses of the required number of referees with relevant expertise, depending on the level of promotion sought:
 - Band 6, Policy Officer and Band 7, Policy Fellow: two referees.
 - Band 8, Senior Policy Fellow and Band 9, Distinguished Policy Fellow: three referees.

The VCAC will be responsible for approving the referee nominations made by the candidate and will also be responsible for nominating the required number of remaining referees for the level of promotion sought:

- Band 6, Policy Officer: one referee.
- Band 7, Policy Fellow and Band 8, Senior Policy Fellow: two referees.
- Band 9: Distinguished Policy Fellow: three referees.

Of the total number of referees nominated, both by the candidate and the VCAC, all but one must be external to LSE.

- v. Email confirmation from a central function such as LSE Research and Innovation or Finance Division of the availability of funding for promotion. This should include reference of the salary band and spine point of promotion and the date to which funding is available.
- vi. If relevant, an [Optional Declaration of Individual Circumstances Form](#). This can be submitted by the candidate directly to Human Resources, if preferred. Details on how the submission of such forms are handled can be found in the Guidance on Optional Declarations of Individual Circumstances document, available [here](#).

- 5.4. Declaration of any possible conflicts of interest should also be highlighted to Human Resources at this stage. Human Resources will notify the VCAC, and liaise with the School Secretary to ensure compliance with the School's Ethics Code, available [here](#).
- 5.5. Once the proposal has been received, Human Resources will write to the Head of the Department or Centre/Institute Director concerned, requesting written statements about the work of the self-sponsored candidate.
- 5.6. After the receipt of documentation, the case will be considered based on the procedures set out for the relevant band, except that for promotion to Policy Officer, it will be considered by the VPFD, and for promotions to higher bands, the Panel will always be chaired by the VPFD. This permits the VCAC to act as an independent guardian of the fairness of the process.

Version history

Version	Date	Approved by	Notes
1	June 2018	JNCC	
2	July 2021	Appointments Committee	
3	June 2026	Appointments Committee	

Contacts

Position	Name	Email	Notes
Human Resources	Review and Promotion Team	Hr.Reviewandpromotion@lse.ac.uk	

Communications and Training

Will this document be publicised through Internal Communications?	No
Will training needs arise from this policy	No
If Yes, please give details	