

Academic Staff Reward Committee (ASRC)

Annual Contribution Pay 2018-19

Guidelines for Heads of Department, Heads of Institutes and Research Centre Directors

These guidelines set out the arrangements for awarding contribution pay to academic, education and research staff in the School. They do not apply to the Director's direct reports for whom submissions are made to the Remuneration Committee by the Director.

1. Policy

- 1.1 The School is committed to recognising and rewarding the outstanding performance of individual members of staff and, in particular, their *exceptional* contributions towards the furtherance of departmental and School objectives during the academic session 2018-19.
- 1.2 These guidelines are intended to encourage consistency and equity in nominations for contribution awards, by providing clear guidance to **Heads of Department (HoDs), Research Centre Directors (RCDs) and Institute Directors (IDs) (henceforth referred to as line managers)** about criteria and related considerations.
- 1.3 Line managers are reminded that they are expected to review the performance and contributions of their staff on a regular basis in order to enable those cases which meet the relevant criteria to be put forward to the ASRC, supporting the fair distribution of contribution payments.
- 1.4 The Annual Performance Review (APR) for Professors and Career Development Review Meetings for others, although independent of the contribution pay process, are useful tools for evidencing contributions and achievements that can – and, in the case of the APR, should – be used to support line managers' submissions to the ASRC.
- 1.5 Professors who have not completed the Faculty Information Form (FIF) and submitted a CV as part of the APR cannot be nominated for contribution pay.
- 1.6 Human Resources is responsible for disseminating these guidelines within the School, and for supporting their implementation by supporting line managers and staff to act in accordance with this guidance.

2. Definition of contribution pay

- 2.1 Contribution pay should be used to recognise and reward exceptional contribution or outstanding performance by members of staff, which exceed the normal expectations for fulfilment of the responsibilities of the relevant role and salary band. Contribution pay is one way in which the School recognises excellence and the commitment and professionalism of staff.
- 2.2 The School's arrangements for contribution pay should be understood within the overall context of the very high quality of staff employed by LSE and the School's commitment to a high-performing culture. The School expects that all staff should be performing at a level commensurate with the normal expectations for the role and salary band. It follows that meeting normal School expectations as set out in the role profile will not, of itself, justify a nomination for a contribution award.
- 2.3 Assessment by line managers of individual contributions should be clearly related to local or School level objectives as well as individual objectives. Achievements and activities which contribute to the continuing success of the LSE should be recognised.
- 2.4 The contribution pay budget is set on an annual basis and is separate from other pay budgets. It takes into account the School's overall financial position and projected expenditure. Contribution pay is not a contractual benefit and the School reserves the right to modify or suspend the process should the School's financial circumstances so dictate.

3. Principles of the ASRC

- 3.1 The ASRC considers contribution pay for:
 - Academic staff (both NAC and pre-NAC)
 - Education career track staff
 - Research staff (bands 6 upwards, both NRSC and non-NRSC)
 - Course tutors, LSE fellows, Senior Lecturers of Practice and Professors of PracticeStaff on academic leave can be put forward for contribution pay.

The following staff are not normally considered for contribution pay:

 - staff who have contracts ending this academic year
 - Emeritus Professors
 - Centennial Professors
 - Visiting Faculty
- 3.2 **Funding for research staff contribution awards:** For research staff that are externally funded (from a research account, HEIF or IAA) either held in Research Centres or Academic Departments, awards should be funded by the grant (or the department concerned). Line managers will need to obtain a fund check from the LSE Research and Innovation division to confirm that sufficient funds are available from their grant to cover the cost of the award.
- 3.3 In cases where LSE Research and Innovation advises that no money is available in their grant or the centre or department has insufficient funds to finance the contribution pay award, line managers can apply for funding from the School's Research Infrastructure and Investment Fund (RIIF).
- 3.4 **Funding for awards for staff funded from budgets other than Cash Staffing Budgets (CSB):**

For staff that are not funded from a CSB, line managers will need to obtain funding confirmation prior to submission. If necessary, further clarification can be obtained from the relevant Financial Planning and Analysis Manager within the Finance Division.

- 3.5 All contribution awards are discretionary. Contribution awards can take the form of additional increments or non-recurrent payments.
- 3.6 **Line managers should take departmental salary relativities and pay equity into account alongside annual performance when considering their submissions.** Salary information of staff considered under ASRC will be made available by Human Resources to line managers. The ASRC would not normally expect to be asked to consider a recommendation for enhancement of reward beyond the standard level in the same year as Major Review or promotion, for staff who are going through those processes.
- 3.7 Line managers should ensure that recommendations are based on rational and justifiable performance outcomes. Before submission of nominations for contribution pay awards, line managers should also 'pause for thought' to ensure that all staff have been considered.
- 3.8 The ASRC would not normally expect to be asked to consider recommendations or make any awards based primarily on fulfilling an academic office-holder role, on the basis that this aspect of School service is remunerated separately at a level appropriate to the responsibilities of each individual office. The Office Holder Group reviews the remuneration associated with academic office-holding on an annual basis. However, office holders may be eligible on the basis of having made outstanding contributions in their academic office-holder role as well as other contributions (e.g research, teaching/learning or *other* citizenship/service contributions).
- 3.9 An application for an award under this policy is not an appropriate way to recognise long service at the School prior to retirement.
- 3.10 **Line managers are strongly encouraged to consult with previous line managers still at LSE** and, where appropriate, to consult other senior colleagues; but only they, as line managers, are responsible for making nominations. Line managers can share pay data with previous line managers but not with other senior colleagues. **Line managers should seek advice from the Pro-Director Faculty Development before making their final submissions.**
- 3.11 ASRC retains the right to seek additional information/further clarification in cases where it is felt that the initial submission does not appear to satisfy the criteria for an award, or support the level of award proposed.
- 3.12 ASRC expects that line managers will maintain discretion with regard to nominations for awards and keep those details confidential (including from the nominees).
- 3.13 ASRC reserves the right to modify the award sought and is not bound to agree an award or agree an award in the form recommended by the line manager.
- 3.14 ASRC reserves the right to make awards to anyone not nominated by line managers.

4. Criteria

- 4.1 Line managers are reminded of paragraphs 2.1 and 2.2, particularly that meeting normal School expectations as set out in the relevant role profile will not, of itself, justify a case to be made to the ASRC. Line managers can also nominate staff on the basis of supporting pay equity in their department.
- 4.2 **The normal expectation is that contributions in the three areas of education: teaching and learning; research; and service and citizenship are of equal value to the School. ASRC therefore expects line managers to reward, where applicable, all three types of contributions equally across the set of their nominations. However, given the over-riding**

importance of education and of improving the student experience and student satisfaction in this academic session, ASRC strongly welcomes the nomination of staff who have made exceptional contributions and have gone out of their way to further this objective. (It is in the nature of such exceptional one-off contributions that they are more likely to be rewarded with a non-recurrent rather than recurrent award unless there is evidence of sustained contributions.)

4.3 **Given the over-riding importance of education and of improving the student experience and student satisfaction in this academic session, ASRC is unlikely to reward members of staff for research if they have not, at a minimum, made solid contributions to both education: teaching and learning and service and citizenship.**

4.4 Submissions to the ASRC should provide evidence of exceptional contribution or outstanding performance in the following areas where these are relevant to the staff member's role:

Education: Teaching and Learning (as applicable)

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

Illustrations of eligible contributions are:

- excellent teaching that has a positive impact on student learning.
- demonstration of ability to work effectively with diverse groups of students (in terms of year /level/ interdisciplinary and cultural backgrounds) and/or to use diverse modes of teaching.
- contributions to innovations in curriculum and/or delivery approach of departmental educational provision.
- excellence in advising and student support within departments.
- leadership in programme renewal.
- leadership and development at course level including GTA support and development.

Line managers are asked to provide evidence on each case. Illustrations of relevant evidence are:

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

Research (as applicable)

Illustrations of eligible contributions are:

- the candidate's research outputs in the previous calendar year and the two preceding years (**NOTE: the same publication cannot be rewarded multiple times**)
- research leadership
- reputation for research and scholarship

- a sustained research programme
- intellectual and professional contributions
- the receipt of external research grants, and management of research projects
- knowledge exchange and impact activities.

Service and Citizenship (as applicable)

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

Illustrations of eligible contributions are:

- departmental administration, leadership and management
- supporting the line manager and the unit's strategic plan
- mentoring junior colleagues
- School-wide service – e.g. participation in School committees
- student recruitment and student facing service – e.g. open days, widening participation
- contributions to professional associations and Learned Societies
- participation in work of Research Councils, foundations etc.
- editorships
- ambassadorial roles for the School (e.g. alumni events).

5. Procedures

- 5.1 **Annex A** outlines the timetable for the process in 2019.
- 5.2 All submissions to the ASRC are made on the basis of the line manager's recommendation. The procedures do not permit staff to self-nominate.
- 5.3 **For Professors who completed the APR process**
- HoDs need to provide a short justification for each Professor submitted and the contribution award being sought. ASRC will have access to the feedback from the APR. HoDs should specify whether the member of staff is being nominated for an award for *research*, *service/citizenship* or *education: teaching/learning* or a combination of these.
- 5.4 **For all other staff:**
- Nominations need to be made using a nomination form, providing a more detailed justification for the nomination based on the criteria outlined in 4.2.
- 5.5 Line managers are invited to rank their nominees in order of preference where more than one recommendation is submitted or group them into top priority and other. This is to provide ASRC with guidance should the Committee be of the view that not all the nominations can be granted.
- 5.6 The ASRC will also be presented with teaching scores collated by the TQARO for the current and preceding session.
- 5.7 Nominations for contribution pay received later than the deadlines outlined in **Annex A** will not be considered except in exceptional circumstances. Likewise submissions for contribution pay during the academic year will not normally be considered unless there is a clear rationale as to why an award is required outside of the contribution committees.
- 5.8 If, because of exceptional circumstances, a nomination for contribution pay is received outside of the timeline outlined in **Annex A**, the case for contribution pay will be considered by the Pro-Director, Faculty Development. In the event this presents a conflict of interests, the case will be considered by another member of SMC.

- 5.9 The Human Resources Committee has responsibility for overall oversight of policy related issues and are provided with an analysis of contribution awards proposed (with a particular focus on equality and diversity).

6. Types and effective date of awards

Line managers will be provided with an indicative budget based on their unit's proportion of the overall contribution budget. This budget will be split between recurrent and non-recurrent awards.

6.1 **Recurrent Awards (increments)**

The standard level of award is one or two additional increments, which is consolidated into basic salary. Where a staff member's basic salary is at the top of the salary band (including the contribution zone, where relevant), the award will take the form of a performance related supplement with performance review period and criteria to be determined by the Pro-Director Faculty Development. Recurrent award payments will be superannuable and be subject to National Insurance and tax deductions.

6.2 **Non-recurrent awards**

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

6.3 **Notification of awards**

HR will send electronic letters to line managers to pass onto staff who have been awarded a contribution award.

Where the ASRC is unable to support an award, line managers will be notified in writing, and informed of the Committee's reason(s) via the Pro-Director Faculty Development.

6.4 **Effective date of awards**

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

Non-recurrent awards will normally be paid in the July payroll.

The effective date for recurrent awards agreed in the current session will be the following 1 August.

7. Monitoring/issues of equity

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

8. Appeals

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

ANNEX A: Annual Contribution Pay 2018-19 – Timeline

Date / Deadline	Action/ deadline
Lent term	HR Reward team to send salary information, indicative budget and guidelines to line managers.
31 May 2019	Line managers to send nominations to the HR Reward team (HR.Reward@LSE.ac.uk)
25 June 2019	Academic Staff Reward Committee meeting chaired by the Director
27 June 2019	Human Resources Committee meeting
By 31 July 2019	HR Reward team issues letters to line managers to pass onto staff
Effective date of awards: 31 July 2019 for non-recurrent awards 1 August 2019 for recurrent awards	

ANNEX B: Academic Staff Reward Committee – Membership

Dame Minouche Shafik (Director, ex officio – Chair)
Professor Julia Black (Strategic Director of Innovation and Special Projects, ex officio)
Professor Simon Hix (Pro-Director Research, ex officio)
Professor Dilly Fung (Pro-Director Education, ex officio)
Professor David Webb (Pro-Director Planning and Resources, ex officio)
Professor Charles Stafford (Vice-Chair of the Appointments Committee, ex officio)
Professor Eric Neumayer (Pro-Director Faculty Development, ex officio, in attendance)
Indi Seehra (HR Director, ex officio, in attendance)

Review schedule

Review interval	Next review due by	Next review start
1 year	01/03/2020	01/02/2020

Version history

Version	Date	Approved by	Notes
1	01/03/2018		

Contacts

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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	