

Academic Staff Reward Committee (ASRC)

Annual Contribution Pay 2022/23

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

These guidelines set out the arrangements for awarding contribution pay to academic, education, research and policy staff in the School.

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 2022/23.
- 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 Academic Staff Reward Committee (ASRC), supporting the fair distribution of contribution payments.
- 1.4 The Annual Performance Review (APR) for full 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 When making recommendations to the ASRC for annual contribution pay, HoDs can only nominate full professors who have participated in the APR process. The participation in the APR process is mandatory for all full professors except for those who work 0.2FTE or less or are due to retire.
- 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 outstanding contribution or exceptional 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.
- 2.5 Contribution awards are discretionary and fall outside of the national pay award arrangements in higher education which LSE subscribes to as part of the Joint Negotiating Committee for Higher Education Staff (JNCHES).

3. Principles of the ASRC

- 3.1 The ASRC considers contribution pay for:
 - Academic staff (both NAC and pre-NAC)
 - Research staff (bands 6 upwards, both NRSC and non-NRSC)
 - Policy career track staff
 - Education career track staff
 - Course tutors, LSE fellows, Guest Teachers, Senior Lecturers of Practice and Professors of Practice
 - Graduate Teaching Assistants

Staff 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 and policy staff contribution awards:** For research and policy 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 proposed 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 Departmental/Research Centre Research Investment Fund (RIF).

- 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.
- 3.6 **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 the HR Reward Team to line managers. 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. In the event this presents a conflict of interest, the case should be reviewed and considered by the Vice President and Pro-Vice Chancellor, Faculty Development (VPFD).
- 3.8 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 Holders 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, education or other citizenship 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 In considering potential nominations, line managers are encouraged to consult with previous line managers still at the 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. **HoDs can also seek advice from the VPFD during their annual meeting 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 regarding 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/centre/institute.
- 4.2 For NAC members of staff, the normal expectation is that **contributions in the three areas of education, research, 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.

- 4.3 Where a member of staff has excelled in teaching and/or enhancing the student experience in their department or at the School level, line managers can also nominate the member of staff for an **Excellence in Education Award** when submitting their contribution pay nominations. Staff who receive a contribution award based on the above will also receive an Excellence in Education Award certificate at an event ceremony organised by the Eden Centre in the Autumn term.
- 4.4 Depending on the staff member's role, submissions to the ASRC should provide evidence of exceptional contribution or outstanding performance in the following areas:

Education (where 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
- Eden Centre observations and reviews
- education-focused grants and awards
- Student Union teaching awards and nominations
- external awards and recognition

Research/Impact/Policy (where applicable)

Illustrations of eligible contributions are:

- the candidate's research, impact and/or policy outputs in the previous calendar year and the two preceding years (**the same publication cannot be rewarded multiple times**)
- research leadership and leadership in the policy sphere
- reputation for research and scholarship
- reputation (including external awards and recognition)
- a sustained research programme and/or policy programme/work
- intellectual and professional contributions

- the receipt of external research grants or funds, and management of funded research/policy projects
- knowledge exchange and impact activities, including in policy
- leadership in the policy or research sphere
- Intellectual and professional contributions

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. The process

5.1 **Section 9** outlines the timetable for the process in 2023.

5.2 All submissions to the ASRC are made based on the line manager's recommendation. The procedures do not permit staff to self-nominate. Line managers are reminded that they should take departmental salary relativities and pay equity into account alongside annual performance when considering their submissions. For information, 20% of staff considered under ASRC received an award in both 2021-22 and 2020-21. 14% of staff received an award in in 2019-20.

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 APR documentation. HoDs should specify whether the member of staff is being nominated for an award for research, citizenship or education or a combination of these.

5.4 **For all other staff:**

Nominations need to be made using a nomination form, providing a detailed justification for the award based on the criteria outlined in 4.4.

5.5 Line managers should use all available information from the CDR process, where relevant, but also from teaching evaluations and feedback on service contributions to make nominations.

5.6 The ASRC will 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 section 9 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 truly exceptional circumstances, a nomination for contribution pay is received

outside of the timeline outlined in section 9, the case for contribution pay will be considered by the VPFDD . In the event this presents a conflict of interests, the case will be considered by another member of SMC.

- 5.9 The Human Resources Management Board 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. Awards

- 6.1 Contribution awards can take the form of additional increments or non-recurrent payments.
- 6.2 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. Line managers can vire resources from the academic staff budget to the professional services staff budget, but not vice versa.

6.3 Recurrent awards (increments)

The standard level of a recurrent 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 VPFDD.

Recurrent award payments will be superannuable and be subject to National Insurance and tax deductions. Recurrent awards will be effective from 1 August 2023.

6.4 Non-recurrent awards

Non-recurrent awards are one-off payments up to a maximum of, normally, £5,000. Non-recurrent awards will be paid in the July 2023 payroll and will be subject to tax deductions.

6.5 Notification of awards

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

Where the ASRC is unable to support an award, line managers will be informed of the Committee's reasons via the VPFDD.

7. Monitoring and issues of equity

- 7.1 The School is strongly committed to monitoring and evaluating its reward procedures and activities to ensure consistency, equity and fairness.
- 7.2 The Reward Team will therefore monitor the pattern of applications and awards across and within the School and keep this under close review with regard to equitable treatment and promoting diversity; the relevant information will be shared with the committee and considered at our annual meeting. This is 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 Management Board on decisions and policy. The Human Resources Management Board can also initiate its own investigations if 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.

9. Timeline for ASRC 2022-23

Date / Deadline	Action/ deadline
Before the end of March 2023	Reward Team to send salary information, indicative budget and guidelines to line managers.
25 May 2023	Line managers to send nominations to the HR Reward Team (HR.Reward@lse.ac.uk)
21 June 2023	Academic Staff Reward Committee meeting chaired by the Interim President and Vice Chancellor
26 June 2023	Remuneration Committee meeting
29 June 2023	Human Resources Management Board meeting
Mid July	The Reward Team informs HoDs, RCDs and IDs of the Committee's decisions and issues letters to line managers to pass onto staff.
Effective date of awards: 31 July 2023 for non-recurrent awards 1 August 2023 for recurrent awards	

Human Resources
March 2023

Review schedule

Review interval	Next review due by	Next review start
1 year	01/03/2023	01/02/2024

Version history

Version	Date	Approved by	Notes
1	17/03/2023	Charles Stafford (Vice President and Pro-Vice Chancellor, Faculty Development)	

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Communications and Training

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Will training needs arise from this policy	No
If Yes, please give details	