

## ACADEMIC STAFF REWARD COMMITTEE (ASRC)

### ANNUAL CONTRIBUTION PAY 2016-17

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

##### 1. Policy Statement

- 1.1 The School is committed to recognising and rewarding the exceptional contribution and outstanding performance of individual members of staff towards the furtherance of the School's objectives.
- 1.2 For two years a significant portion of contribution pay funds are being allocated to provide enhanced contribution awards based on teaching excellence or education contribution. In 2016-17 the sum of £500k will be set aside again to support Excellence in Education. The School wishes to signal its commitment to enhancing the quality of its teaching and student learning experience. The teaching contribution award fund will signal to Heads of Department, faculty and students that the highest quality contributions to students' education are recognised in the School's rewards structure.
- 1.3 These guidelines are intended to encourage consistency and equity in the application of contribution awards, by providing guidance to Heads of Department (HoDs) and Research Centre Directors (RCDs) about criteria and related considerations.
- 1.4 HoDs and RCDs are reminded that they are expected to engage in regular review of the performance and contribution of their staff in order to enable those cases which meet the relevant criteria to be put forward to the ASRC, supporting the fair distribution of contribution payments.
- 1.5 The Annual Performance Review (APR) and Career Development Meetings, although independent from the contribution reward process, are useful tools in evidencing contribution and achievements that can and, in the case of the APR, should be used to support HoDs' and RCDs' submissions to the ASRC.

For further information on the APR, please see:

<http://www.lse.ac.uk/intranet/staff/humanResources/reviewingAndRewarding/Annual-Faculty-Performance-Review.aspx>.

For further information on the Career Development Scheme, see:

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

- 1.6 Associate Professors or Professors who have not completed the Faculty Information Form (FIF) and submitted a CV as part of the Annual Performance Review cannot be nominated for contribution pay. This also applies to Assistant Professors who have been opted into the APR by their department.
- 1.7 Human Resources is responsible for disseminating these guidelines within the School, and for supporting its implementation by encouraging HoDs, RCDs and staff to act in accordance with the guidance set out below.

##### 2. Definition of Contribution Pay

- 2.1 Contribution pay is used to recognise, reward and retain 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 reward is one way in which the School recognises excellence and the commitment and professionalism of staff.

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

### 3. Principles of the ASRC

- 3.1 The ASRC considers contribution pay for:
  - Academic staff (both NAC and pre-NAC)
  - Teaching-only staff and LSE fellows
  - Research staff (bands 6 upwards, both NRSC and pre-NRSC)

Staff on academic leave can be put forward for contribution pay.

The following staff are not normally considered for contribution pay:

- staff who have contracts ending this academic year
- Emeritus Professors
- Centennial Professors
- Visiting Faculty

**Funding for research staff contribution awards:** Please note that 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). HoDs and RCDs will need to obtain a fund check from the Research Division to confirm that sufficient funds are available from their grant to cover the cost of the award.

In cases where the Research Division advises that no money is available in their grant or the centre or department has insufficient funds to finance the contribution pay award, HoDs and RCDs can apply for funding from the School's Research Infrastructure and Investment Fund (RIIF).

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

- 3.3 All contribution reward is discretionary. Awards are normally applied in the form of one or two additional increments or a non-recurrent payment.
- 3.4 HoDs and RCDs should take departmental salary relativities into account alongside annual performance when considering their submissions. Salary information, including those of professors, will be made available by Human Resources to HoDs and RCDs only.
- 3.5 The ASRC would not normally expect to be asked to consider a recommendation for enhancement of reward beyond the standard level in the same year as Major Review or promotion.
- 3.6 The ASRC would not normally expect to be asked to consider recommendations or make any awards based primarily on fulfilling the role of a Head of Department or an academic office-holding, on the basis that this aspect of School service is remunerated separately at a level appropriate to the responsibilities of each individual office. The Office Holder Group reviews the remuneration associated with academic office-holding on an annual basis. They may be eligible on the basis of other contributions (e.g research, teaching or *other* citizenship/service contributions).
- 3.7 An application for an award under this policy is not an appropriate way to recognise long service at the School prior to retirement.
- 3.8 HoDs and RCDs are **strongly encouraged** to consult with previous HoDs and RCDs still at LSE and are **strongly encouraged** to consult other senior colleagues, but only they, as line managers, are responsible for making nominations. HoDs and RCDs can share pay data with previous HoDs and RCDs but not with other senior colleagues. HoDs and RCDs can seek advice from the Pro-Director Faculty Development.
- 3.9 ASRC retains the right to seek additional information/further clarification from HoDs and RCDs in cases where it is felt that the initial submission does not appear to satisfy the criteria for an award, or support the level of award proposed.
- 3.10 ASRC expects that HoDs and RCDs will maintain discretion with regard to nominations for awards and keep those details confidential (from the nominees).
- 3.11 ASRC reserves the right to modify the award sought and is not bound to agree an award or agree an award in the form recommended by the HoD or RCD.
- 3.12 ASRC reserves the right to make awards to anyone not nominated by HoDs.

#### **4. Criteria**

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

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

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

Illustrations of eligible contributions are:

- excellent teaching that has a positive impact on student learning.
- demonstration of ability to work effectively with diverse groups of students (in terms of year /level/ 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.

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

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

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

Illustrations of eligible contributions are:

- the candidate's research outputs in the previous calendar year and the two preceding years (**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 HoD or RCD and the Departmental Development Plan
- mentoring junior colleagues
- School-wide service – e.g. participation in School committees

- student recruitment and student facing service – e.g. open days, widening participation
- contributions to professional associations and Learned Societies
- participation in work of Research Councils, foundations etc.
- editorships
- ambassadorial roles for the School (e.g., alumni events).

## 5. Procedures

5.1 **Annex A** outlines the timetable for the process in 2016.

5.2 All submissions to the ASRC are made on the basis of a recommendation from the HoD or RCD. The procedures do not permit staff to submit their own proposals.

### 5.3 **For staff who completed the APR process (Professors, Associate Professors and Assistant Professors (if opted in by their department))**

Nomination for awards for contributions to *Research* and/or contributions to *Service and Citizenship*: HoDs need to provide a short justification for each member of staff submitted and the contribution award being sought. ASRC will have access to the CVs plus the grades awarded as part of the APR. HoDs should specify whether the member of staff is being nominated for an award for *Research* or *Service and Citizenship* or both.

Nominations for awards for *Education: Teaching and Learning* (Excellence in Education award): HoDs need to provide a detailed justification for each member of staff or group of staff submitted together with supporting evidence as outlined in 4.2 or complete the nomination form. HoDs should outline the contribution award being sought.

### 5.4 **For all other staff:**

Nominations need to be made using the nomination form, providing a more detailed justification for the nomination based on the criteria outlined in 4.2.

5.3 HoDs and RCDs 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.

5.4 The ASRC will also be presented with teaching scores collated by the TQARO for the current and preceding session.

5.5 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.

5.6 The Remuneration 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

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

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

The standard level of reward 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 reward 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.

## 6.3 **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.

## 6.4 **Notification of awards**

HR will send electronic letters to HoDs and RCDs to pass onto staff who have been awarded a contribution award.

Where the ASRC is unable to support an award, HoDs and RCDs will be notified in writing, and informed of the Committee's reason(s).

## 6.5 **Effective date of awards**

All contribution rewards 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 Remuneration Committee on decisions and policy. The Remuneration Committee can also initiate its own investigations in the event that it decides there are any issues which require further investigation.

## 8. **Appeals**

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

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

<b>Date / Deadline</b>	<b>Action/ deadline</b>
<b>Lent term</b>	Reward team to send salary information and Guidelines to Heads of Department and Research Centre Directors.
<b>5 June 2017</b>	Heads of Department and Research Centre Directors to send nominations to the Reward team ( <a href="mailto:HR.Reward@LSE.ac.uk">HR.Reward@LSE.ac.uk</a> )
<b>5 July 2017</b>	Academic Staff Reward Committee meeting chaired by the Interim Director.
<b>11 July 2017</b>	Remuneration Committee meeting
<b>By 31 July 2017</b>	Reward team issues letters to HoDs and RCDs to pass onto staff.
<p><b>Effective Date of Awards:</b></p> <p>31 July 2017 for non-recurrent awards</p> <p>1 August 2017 for recurrent awards</p>	