



Guidelines for Annual Performance Review of (full) Professors (2021/22)

Introduction

1. This document provides guidance on the Annual Performance Review (APR) process for full professors (professors for short henceforth). Review is an essential element in the School's approach to the development of its faculty; the pursuit of excellence – both individually and collectively – is the primary purpose of the APR process.
2. This academic year, participation in the APR will be **mandatory** for all professors. Submitted APR documentation will be jointly considered by the HoD and Pro-Director, Faculty Development (PDFD) at their annual meeting to discuss performance and contribution award nominations. APR documentation will also be made available to the Academic Staff Reward Committee (ASRC); consideration for contribution pay awards by ASRC will only be possible for colleagues who have submitted APR documentation.
3. Direct feedback will not normally be given, but it may be given by HoDs and/or the PDFD where it is felt this would be helpful.
4. The period under review is the last academic year, i.e.: from **1 September 2020 until 31 August 2021**. In light of the fact that APR has been voluntary for the past two sessions, colleagues may wish to include highlights of contributions made during this longer period as well.

Staff required to complete the APR

1. All professors who were in post for the full academic year of 2020/21 should complete the APR process even if they currently are, or have been during the review period, on partial buyout, sabbatical leave or research leave. Staff who work 0.2FTE or less are not required to complete the APR process.
2. Staff who were promoted to professor as of 1 August 2021 will not be included in this year's APR as their performance has recently been reviewed through the promotions process. These professors will, however, be included in the APR process from next year (2022/23).

3. Professors who are based, in equal part, in two departments will have their documentation sent to both departments for review. For those professors based predominantly in one department, their CV and Annual Performance Review Form (APR Form) will only be sent to that department. In all cases, the relevant HoDs must consult with each other should they have any concerns.
4. It is expected that the performance of HoDs will also be considered as part of the APR process. Their APR documentation will be sent to School Management Committee (SMC) for review and should there be any concerns the PDFD will discuss these directly with the relevant HoD.
5. Service as a Director or Co-Director of a Research Centre or Institute should be included by professors when completing their APR form.

Process and timings

1. Professors will be notified of the School's procedure **by 8 November 2021**. The period of review is the preceding **academic year** (2020/21) although research will be reviewed on a rolling basis (over three years).
2. The primary basis for review is a completed APR Form and updated curriculum vitae (CV). The APR Form should be a maximum of two pages and provide a **brief summary** of key contributions to research, teaching and citizenship. The CV can be in any format. The APR Form and CV should be sent to HR via HR.APR@lse.ac.uk no later than **17 January 2022**. The job description for a professor is provided in Annex A for reference.
3. Submitted APR documentation will be jointly considered by the HoD and PDFD at their annual meeting to discuss performance and contribution award nominations.
4. Direct feedback will not normally be given, but it may be given by the HoD and/or the PDFD where it is felt this would be helpful. The documentation will also be made available to the ASRC, and consideration for contribution pay awards will only be possible for colleagues who have submitted documentation.
5. Where an individual believes that their performance has been adversely affected by personal circumstances, they will have the opportunity to report these to HR. This provides a mechanism for the confidential consideration of these individual circumstances (see below section). This form should be sent alongside the APR Form and CV to HR by **17 January 2022**.

Individual Circumstances

1. Professors should only submit an Individual Circumstances form if they feel that their specific personal circumstances are significantly affecting their performance. The School expects that if this is the case, the professor will have raised these circumstances at the earliest opportunity with their HoD who will have addressed these issues, with the advice of HR, as soon as reasonably possible.
2. The following are examples of individual circumstances that might apply where these have had a significant impact on a professor's performance:
 - Disability (including conditions such as cancer and chronic fatigue)

- Ill health or injury
- Mental health conditions
- Constraints relating to pregnancy, maternity, breastfeeding, adoption, paternity or childcare **in addition to** periods of parental leave taken. This could include, for example, pregnancy related illness.
- Other caring responsibilities (including caring for an elderly or disabled relative)
- Gender reassignment

Please note that periods of interruptions in service due to maternity leave, adoption leave, substantial paternity leave, shared parental leave, secondment or special leave buyout should be declared on the APR Form instead.

3. If an Individual Circumstances form was submitted in a previous year and the circumstances are still affecting performance, a new form should be submitted with the same or updated information so that evaluators are aware of this. The form should explain how the individual circumstances have had an impact on the three areas of performance (education, research, and citizenship) during the review period.
4. Information about individual circumstances will be treated with the utmost sensitivity. In particular, the information provided on the Individual Circumstances form will only be available to HR Partners and the PDFD, except in cases where the information is already known by the relevant HoD.

Job Description: Full Professor

Roles at this level reflect internationally recognised academic leadership in research, pedagogical, and entrepreneurial activities, and outstanding contributions to their discipline through publications and other appropriate forms of scholarship.

There will be contributions to departmental and School-wide strategic management; considerable engagement in all aspects and at all levels of teaching, and in the mentoring and career development of junior members of staff. The relative balance of activities in research, teaching, management and administration may vary across departments, and is also likely to vary for any particular individual.

Range of Academic Activities and Responsibilities at Professorial Level

Research

- Conducting substantive and original research into complex problems, ideas, concepts or theories and applying appropriate methodologies.
- Developing and carrying forward a coherent research strategy in their discipline which achieves public recognition and a sustained national and international impact.
- Publishing work of outstanding quality and significance to the discipline.
- Planning and directing research activities and programmes of outstanding quality and international significance.
- Leading major peer reviewed funding bids for research programmes in the specialist area.
- Establishing/Directing/Co-Directing Research Centres and leading the activities of teams within Research Centres.
- Contributing to the development of departmental and School research strategy.
- Leading and participating in national and international committees - e.g. REF panels, Research Funding bodies, European Commission committees etc.
- Leading scholarly initiatives in the discipline.
- Membership of boards of international journals and other bodies related to the discipline.
- Providing expert opinion and commentary to external audiences and bodies.
- Providing advice to government bodies.

Teaching

- Teaching and examining undergraduate and masters level students in core subjects and in own specialism to a high standard.
- Acting as personal tutor and providing pastoral care.
- Supervising and examining PhD students.
- Contributing to and monitoring the enhancement of quality in teaching within the department and ensuring that teaching delivery across the department is consistent with best practice.
- Developing innovative and attractive courses, shaping and influencing curriculum development and actively contributing to the review of courses in accordance with departmental strategy.
- Acting as a role model for teaching methods through excellent practice.

Activities relating to departmental /School management and administration

- Fostering collegiality and fulfilling responsibilities as set out by the Head of Department and other senior colleagues.
- Leading strategic management development in the department and the School.
- Assuming senior academic office holding positions.

- Contributing to professorial decision taking on candidates for promotion, review and additional incrementation.
- Assuming the role of Head of Department or deputy for a specified period.
- Participating in professorial committees e.g. the Promotions Committee, the Appointments Committee and the Department Heads Forum.
- Contributing to the development and performance of colleagues through coaching, mentoring and peer support.
- Giving leadership to academic recruitment campaigns and department hiring search committees.
- Engaging with external institutions, organisations and the wider community to support research, teaching and other School strategic objectives.

When acting as Head of Department

- Taking responsibility for the appointment procedures, promotion proposals and development and management of all staff within the department.
- Taking responsibility for major processes in the department e.g. forward planning, financial management, teaching and teaching quality, research quality and admissions.
- Preparing key departmental review documents for internal and external consumption e.g. for various School financial reviews, the departmental development plan and the annual report to the Director.
- Taking decisions on course provision in line with strategy.

Activities relating to the discipline, academic and professional body

- Participation and occasional leadership roles in national and international professional bodies and other initiatives concerned with promoting the interests of the social sciences or a particular discipline.

Review schedule

Review interval	Next review due by	Next review start
1 year	01/11/2020	01/09/2021

Version history

Version	Date	Approved by	Notes
n/a			

Links

Reference	Link
n/a	

Contacts

Position	Name	Email	Notes
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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	