



# Guidance for the Employment of Graduate Teaching Assistants, Guest Teachers and Emeritus Teachers for Departments and Staff

## Introduction

Graduate Teaching Assistants, Guest Teachers and Emeritus Teachers are normally members of staff contracted by the School to teach a small number of hours on one or two courses. As such, they are issued with a fractional part-time contract which sets out details of the courses they are to teach, their salary payments and a statement of the Terms and Conditions relating to their appointment.

This guidance document has been drafted for both departments recruiting to these roles and employees employed on these contracts.

The School uses three separate job titles to reflect an employee's status. Departments should ensure that these are used consistently:

- **Graduate Teaching Assistant (GTA):** for those class teachers who are LSE registered students, issued on a fixed-term basis due to the developmental nature of these roles, up to a maximum of four years. GTA contracts are intended to run concurrently with a GTA's student status. The fixed-term nature of the contract ensures that these roles become vacant to allow other LSE students to gain such experience.
- **Emeritus Teacher:** for those retired LSE academics who are teaching on an annual, post-retirement contract.
- **Guest Teacher (GT):** for any other class teachers and guest lecturers, often external academic experts or professional practitioners who are invited to teach at the School. This job title should also be used for former Graduate Teaching Assistants who are no longer LSE registered students. Guest Teacher contracts should follow the normal fixed-term contract guidance<sup>1</sup>.

If you are recruiting one of these posts and you are unsure of the type of contract to offer, please contact HR Operations team.

The Fixed-Term Employees (prevention of Less Favourable Treatment) Regulations 2002 ensures that staff employed on fixed-term contracts are not treated less favourably than staff on open-ended contracts. The onus is placed on employers to justify why staff are being renewed or re-engaged after four years and not moved to open-ended contracts.

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<sup>1</sup> <https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Internal/staff/AtoZ/FTCs.pdf>

Employers need to demonstrate that there is an objective justification for the contract to remain fixed-term. The objective of the legislation is to ensure that employers do not abuse the use of fixed-term contracts and in particular do not use the expiry of a fixed-term contract as a means of dismissing an individual for performance reasons. Therefore, the School uses fixed-term contracts only in very limited circumstances:

- Covering staff absence e.g. maternity/paternity/adoption leave, sabbatical, buy-out leave or secondments;
- career development;
- for particular limited projects where specialist expertise or skills are needed.

Where a GTA or GT becomes pregnant during the course of their teaching, or wishes to take a period of adoption leave or shared parental leave, the planned absence does not constitute a reason for not renewing the individual's contract. In such cases, the employing department should consult with HR to ensure that the individual's employment rights are preserved.

## Principles

- The Academic and Student Affairs Committee and the Undergraduate and Graduate Studies Sub-Committees jointly recognise the value of contributions made by the GTAs and GTs who contribute to teaching across all departments and subject areas.
- When undertaking teaching and associated duties GTAs, Emeritus Teachers and GTs have the same responsibility as other teaching staff for maintaining the standards, quality of teaching and learning in addition to enhancing the international reputation of the LSE. The School must therefore ensure that these staff have the appropriate level of support and that there are adequate quality assurances in place to secure a professional and high quality service. In particular, they must ensure the [Code of Good Practice](#) is adhered to.
- MSc students should not be employed as GTAs, other than in exceptional circumstances and with permission from the Chair of the Graduate Studies Sub-Committee. For a contract to be issued, confirmation that the necessary permission has been sought from the Chair of the Graduate Studies Sub-Committee will be required.
- GTAs who are registered PhD students should not teach MSc students other than in cases where the PhD student is near to completion<sup>2</sup> and have specialist expertise of direct relevance to the course they teach. In such cases, the Chair of the Graduate Studies Sub-Committee must give their approval.
- LSE-registered PhD students employed as GTAs should seek the permission of their research supervisor(s) prior to accepting the contract. The onus is on the research student to obtain these permission(s). For a contract to be issued, confirmation that the necessary permission has been sought from the research supervisor(s) will be required. Departments should monitor this locally.
- Where departments opt to employ research students from other institutions, due consideration should be given to the appropriateness of any support/training they have received elsewhere, as well as to the training they will need to work at LSE. Research students from other institutions should be employed as GTs rather than GTAs.

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<sup>2</sup> Near to completion is defined as post submission of the thesis for the viva.

- This guidance should be included with contracts issued to GTAs and Guest Teachers. It is also sent to departmental managers by HR at the beginning of each session for circulation within departments. In particular, departmental managers are asked to ensure that the guidance is circulated to all academic staff within departments responsible for courses on which GTAs, Emeritus Teachers and GTs are employed to teach.

## Contracts of employment

GTAs, Emeritus Teachers and GTs should be issued with contracts on a termly or yearly basis, according to the teaching needs of each department. These contracts should be created by departments and issued by HR.

GTA contracts are offered to LSE students on a fixed-term basis as a career development post. The purpose of such posts is to enable post holders to gain experience necessary to move on to other teaching and academic positions. A GTA contract will not be extended beyond an individual's registration as an LSE student. The contract will cease at the end of the final academic year in which the individual is registered as an LSE student.

Other teachers, who are not LSE students, may be employed as GTs or Emeritus Teachers on termly or yearly contracts, according to the teaching requirements of each department. Where such teachers have more than four years' continuous service they shall be issued with a contract without an expiry date, unless there is another valid reason to justify the issue of a further fixed-term contract. See "Contracts of Employment" on the HR website<sup>3</sup> for further information.

The fraction of the contract shall normally be determined according to the formula set out in Section 5.2, i.e. the number of different courses and classes taught. The fractional contract shall include time for actual teaching contact hours, preparation and marking, office hours, lecture attendance (where this is required) and administration; exam marking, however, shall be paid separately. Departments may deviate from the standard formula where the particular delivery requirements of a course necessitate this, but they must make clear the reasons for doing so. It is recommended that each department sets out its own policy on the pay of GTAs, Emeritus Teachers and GTs.

## Entitlement to work in the United Kingdom and other restrictions

### Prevention of Illegal Working Regulations and Work Permits

As an employer, LSE has a duty to prevent illegal working. The LSE has a statutory duty to ensure that all employees can demonstrate that they have the right to work in the UK for the duration of their contracts and before they start their employment and for the duration of their contracts.

It is illegal to employ someone aged 16 or over who is subject to immigration control if they are not allowed to undertake the work in question. In addition, it is a criminal offence for an individual to work illegally in the UK.

Conducting a Right to Work check ensures that LSE has a statutory excuse against liability for a civil penalty. This means that if the UK Visa and Immigration (UKVI) find that the School has employed

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<sup>3</sup> <https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Internal/staff/AtoZ/Types-of-contract.pdf>

someone who does not have the right to work, but it has correctly conducted document checks as required, the School will not receive a civil penalty for employing the illegal worker.

If LSE fails to carry out these checks correctly, or at all, and the School is found to be employing someone illegally, the UKVI will take tough action. LSE could face a large financial penalty known as a civil penalty of up to £20,000 for each illegal worker, or up to 2 years' imprisonment and/or an unlimited fine if an illegal worker is knowingly employed. In addition, the sponsorship licence for staff could be revoked. This would mean that LSE would no longer be able to sponsor any new staff on Tier 2 and Tier 5 and all existing staff on Tier 2 or Tier 5 would need to leave our employment with immediate effect. In addition, the School's Tier 4 licence for students would be affected, which would affect LSE's ability to sponsor overseas students.

All employees and potential employees require a Right to Work check before undertaking any employment at the LSE. This includes new employees and those who have worked at LSE previously and are returning after a break in employment.

A Right to Work check is the process by which an individual's original passport and/or visa is checked by the employer to ensure that it is valid, appropriate copies are taken, signed and verified as true copies and retained on the employee's HR file. A Right to Work check is conducted by the HR Division before the person undertakes any work and by no later than 9.30am on their first day.

Please refer to the School's Immigration Policy<sup>4</sup> for further information on Right to Work.

## **Staff already employed as full-time or part-time academics, LSE fellows or Teaching Fellows**

Staff already employed as full-time or fractional full-time academics or tutorial staff must not be employed as Graduate Teaching Assistants, Emeritus Teachers or Guest Teachers, since any teaching duties are included within their full-time contract. If part-time staff work hours in excess of their contract, for example to cover a course, these should be remunerated by completion of a staff Claim for Payment form available from HR.

Where full-time staff teach for departments other than their 'home' department, it is up to the departments to agree between themselves an appropriate transfer of funds.

## **Additional working hours restriction for LSE students**

LSE students are generally restricted to a total of 20 hours of work per week in term-time to enable them to focus on their studies. However, students may be allowed to work extra hours if the department with which they are registered as a student is agreeable and their visa allows this. Agreement must be sought in writing and before the hours are worked. It is important to remember that many students have multiple appointments and may work for more than one department. If you are employing a student, please check the number of hours that they are working with both the student and HR.

If an individual is an LSE student, please give brief details of their course on the contract template, e.g. MSc Government, PhD Philosophy, MPhil/PhD International Relations.

As noted, students may hold multiple contracts; however they are responsible for ensuring that they do not work more than their permitted hours and they should take appropriate steps to reduce their hours if they are deemed excessive.

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<sup>4</sup> <https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/immPol.pdf>

Although Tier 4 visa restrictions mean that Tier 4 students can only work a maximum of 20 hours per week during term-time, the general restrictions stated in this document will also still apply.

PhD students and 1 year Masters students who have Tier 4 visas do not have a summer vacation and are not permitted to work full-time during this period.

Working more than 20 hours per week during term-time on a Tier 4 visa constitutes a breach of visa conditions and individuals will be liable for either a financial penalty, imprisonment or deportation if found to be doing so by the UKVI.

If a student believes that they are eligible to work full-time on their Tier 4 visa, they should provide evidence to the HR Division before undertaking additional hours. Accepted evidence is either:

- a) A letter from their university on headed paper stating the student's term dates and confirming that the student is on a formal vacation period, or;
- b) a letter from their university on headed paper confirming that the student has completed all course requirements and so is eligible to work full-time.

Please contact HR if you have any queries about working at the School on a Tier 4 visa.

## Rates of pay

### Teacher salary bands

Teachers should be paid on a salary band which reflects the tasks and responsibilities of the role they are filling. Graduate Teaching Assistants shall usually be employed on Band 5 to reflect their duties, although some may undertake work at, and thus be paid at Band 6. Guest Teachers shall be employed at an appropriate salary band if matched against appropriate teaching-only academic role profiles (typically Band 7 if lecturing, but potentially up to Band 10, or at Bands 5 or 6 if undertaking the same duties as Graduate Teaching Assistants). The current salary scales can be found on the relevant webpage<sup>5</sup>.

When determining the initial placement of a new GTA/GT on the appropriate salary band, the individual's relevant previous experience should be taken into account.

GTA's, Emeritus Teachers and GT's shall benefit from the same incremental progression rules as apply to all other members of staff.

### Hours for delivering teaching

The standard contractual hours for a GTA appointment shall be built up as follows:

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|---------------------------------|---|
| Contact hours                   | Actual teaching contract time in hours<br>(i.e. weeks x groups x length of seminar) |
| Preparation                     | 2 hours per different course taught<br>(i.e. weeks x courses x 2)                   |
| Lecture attendance and meetings | Actual hours*<br>(i.e. weeks x courses)   |

<sup>5</sup> [https://info.lse.ac.uk/staff/divisions/Human-Resources/Working-for-LSE/LSE-Salary-Scales?from\\_serp=1](https://info.lse.ac.uk/staff/divisions/Human-Resources/Working-for-LSE/LSE-Salary-Scales?from_serp=1)

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|---|--|
| Office Hours                                | 1 office hour per 3 groups**<br>(i.e. weeks x groups / 3)                                |
| Formative marking<br>(Qualitative subjects) | 4 items per student per course; 3 items marked per hour<br>(i.e. 4 x groups x 15 / 3)*** |
| Reports and Registers                       | 0.5 hours per student per full unit per year (i.e. groups x 15 x 0.5)                    |

\*Lecture attendance: departments shall adopt a clear policy as to when lecture attendance is compulsory for pedagogic reasons (e.g. for new teachers or where syllabuses have changed significantly); where attendance is policy, this must be paid. Similarly attendance at regular meetings, for example with a course co-ordinator, shall be paid.

\*\*Departments are encouraged to distribute office hours over the year according to student demand (e.g. possibly not holding office hours at the start of the year, but holding extra ones before exam periods). It is recognised that lack of physical space in some departments may require alternative arrangements to be made.

\*\*\*Based on four items of 1500 word length. Marking regimes are highly variable between courses, so local arrangements may apply. This is particularly the case for departments such as Mathematics which have weekly homework. However departments must ensure that their policies on paying for marking are justified, transparent and rational compared with School practice.

**HR should be advised if any changes are made to the standard method of deriving hours on the contract template. Please notify HR of any changes and the reason(s) when emailing completed individual contracts or groups of contracts to HR.**

The fraction shall be based on the standard LSE working week of 35 hours, with the standard holiday entitlement, included in the rate paid, for full-time staff of 41 days a year, i.e. 25 days' annual leave, eight School closure days and eight public holidays.

The same principles should apply to GTs and Emeritus Teachers in determining their pay and ensuring equal pay for work of equal value. The above model could be used as a basis, but it is anticipated that the model will need to be adapted at an individual contract level depending on the requirement of the appointment (depending on the extent, for instance, to which the teacher is involved in the development of a course).

## **Additional pay for exam marking and other duties paid as overtime**

As with formative marking time which is paid within the standard contract, departments should devise a clear policy setting out an agreed average number of scripts to be marked per hour for each type of exam script. All teachers in the same department should then be paid consistently. Departments do not have to pay staff for actual hours worked, as long as a consistent and reasonable amount of time per script has been allowed.

Exam and essay marking can be paid as overtime to those with existing class teacher contracts.

If the amount of summative marking is known in advance and you wish to add it to a teacher contract, please set up a line with the course title of "summative marking", enter the required amount of hours in the marking box and set all other boxes on the line to zero.

If the GTA or GT has left the payroll and will work 35 hours or less for a period of not more than a month, a blue casual payment form should be used. A new contract should be set up if the work is expected to be for more than 35 hours or more than a month. For current GTAs or GTs on the payroll,

the green overtime form should be used. It may be helpful to set up the contract end date to go beyond the teaching end date so that marking can be added on at a later stage. For example, if a teacher taught Lent Term only but had some marking in Summer Term, then enter the date until the end of Summer Term.

Department managers will need to make sure that the teacher is still currently on LSE's payroll. If the teacher has left, they will need to go to HR with their Right to Work documents before commencing the work. The employee details form will also need to be completed and submitted to confirm their personal details, including the tax declaration.

## Creating and Issuing Contracts – Advice for Departments

### Teacher template

- Contracts should be created using the Excel electronic template, which can be found on the in the Recruitment Toolkit on the HR website<sup>6</sup>.
- When all fields have been completed, save the template with a name e.g. "Smith\_J – GTA - 2018.xls" and email to [hr.pay.hourly@lse.ac.uk](mailto:hr.pay.hourly@lse.ac.uk).
- There is no need to print out terms and conditions documents – these will be issued separately by HR.
- **To ensure timely payment, completed contracts should reach HR Division by the published contract deadline<sup>7</sup> for the month in which the contract commences.** Do remember that Right to Work checks can cause delays in the processing of contracts.
- It is particularly important that contracts reach HR as early as possible. Campus and Library access, borrowing rights etc. are dependent on holding a valid LSE ID Card. Teachers who are not already a member of staff or student at the LSE will therefore have difficulties gaining access to the campus until their contract has been processed.

### Checking funding

- If the contract funding page is showing a total cost of over £15 000.00, the contract will need to be sent to the appropriate financial manager in the Finance Division. If the contract is being paid out of a research budget, the Research Division will need to approve the contract for the total amount.

### Issuing contracts

- Upon receiving new contracts HR will fill in the continuous service date (**do not complete this yourself**) and check the details of the contract and the funding.
- HR will issue appointees' contracts and terms and conditions via email. If the appointee is a new starter or is being re-employed on the system, an employee details form will also be attached. These two forms may be signed electronically and returned by email. The appointee

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<sup>6</sup> <https://info.lse.ac.uk/staff/divisions/Human-Resources/The-Recruitment-Toolkit>

<sup>7</sup> <https://info.lse.ac.uk/staff/divisions/Finance-Division/assets/documents/internal/staff/payroll/Payroll-deadlines-2018.pdf>

will also be instructed if necessary to bring their Right to Work documents to the HR reception in 5<sup>th</sup> Floor, LRB.

- Payment cannot be made until the Right to Work checks have been completed and the signed acceptance copy has been received by HR.
- In the event of a course being cancelled at short notice and there being no alternative teaching available, GTAs and GTs will be paid four weeks' salary to compensate for the preparation work that will have been undertaken in advance of the course beginning.

## **Contract amendments**

- As the fractional salary is based on the expected teaching workload specified in the contract, overpayment will result if fewer hours are worked. Departments must inform HR of any variation from the contracted hours to avoid overpayment or underpayment.
- Payment for additional hours can be claimed using an overtime form.

## **Casual appointments**

- If you want to make a one-off payment to an individual who does not already have a contract as a GTA, Emeritus Teacher or GT in your department, you may use the casual contract. However, if an employee works for 35 hours and/or works for more than a period of one month, the standard, aforementioned procedure should apply.
- Do note that in accordance with the School's Financial Regulations<sup>8</sup> (section C13.3), all staff should be employed on the School's standard rates of pay.
- Do refer to the Recruitment Toolkit<sup>9</sup> for more information on appointing casual staff.

## **Unusual payments or working arrangements**

- As far as possible and in accordance with the School's Financial Regulations, the standard contract template should be used for all payments to teachers. Please contact the relevant HR Partner for advice if you believe that a particular set of circumstances are not covered by the standard teacher contract.

## **Self-Employed (Schedule D) Payments**

- Please note that it is highly unlikely that the Inspector of Taxes will agree to payment under self-employed (Schedule D) for any form of teaching at LSE.
- However, if a teacher wishes to discuss their tax status, please refer them to the Payroll email: [Fin.Div.Payroll@lse.ac.uk](mailto:Fin.Div.Payroll@lse.ac.uk)

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<sup>8</sup> <https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/finReg.pdf>

<sup>9</sup> <https://info.lse.ac.uk/staff/divisions/Human-Resources/The-Recruitment-Toolkit>



- N.B. If you know that a teacher working for you has been granted self-employed (Schedule D) status, DO NOT complete a standard contract. The standard contract is a *contract of employment*, whereas self-employed staff should be issued with a *contract for services*. Again, do contact Payroll<sup>10</sup> for advice.
- Sometimes teaching is carried out by people employed by other institutions that then invoice the LSE for their employees' services. Please pass such invoices directly to Finance Division, having counter-signed them and put the correct cost code on the invoice.
- If you have any general queries about the administration of particular teacher contracts please contact the Hourly and Casual Contracts team [hr.pay.hourly@lse.ac.uk](mailto:hr.pay.hourly@lse.ac.uk)

## Course Details

- Faculties are responsible for organising the class programmes for their courses, liaising with class teachers to ensure that the classes are properly coordinated with their lectures, and submitting course reading lists to the Library in good time for required books to be purchased.
- All information about the course to be taught or series of lectures or seminars should be provided to the teacher by the faculty member in charge of the course sufficiently far in advance to allow adequate preparation. The faculty member responsible for the course will direct the work of the teacher and discuss any questions they may have, e.g. the level of attainment to be assumed by the students or the relationship of their work to their course as a whole.
- All details of times and venues will be supplied by the Timetables Office in advance of the start of the contract. Class teachers with specific access needs should contact the Timetables Office in advance to ensure that the rooms allocated are suitable.

## Assessment

### Formative assessment

- Marking student coursework, providing formative feedback to students and completing class registers are all standard duties for the vast majority of class teachers and are key to monitoring student progress; this includes informing course tutors and/or academic advisers where class teachers may have concerns about student performance. It is very important that these duties and responsibilities are discharged with due rigor and attention.
- Class teachers should be briefed clearly about departmental academic standards. This is best achieved either by a formal marking exercise for new class teachers or moderation of early marking by the lecturer(s) responsible for courses employing GTAs, Emeritus Teachers and GTs.
- Class teachers should also be given clear departmental guidance on plagiarism and advice on the extent to which collaborative work on in-course tasks is encouraged or discouraged.

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<sup>10</sup> <https://info.lse.ac.uk/staff/divisions/Finance-Division/payroll>

- In accordance with the Code of Practice, GTAs, Emeritus Teachers and GTs will be expected to provide feedback to students within three weeks of submission of the work concerned.

## Summative Assessment

- Any GTAs, Emeritus Teachers or GTs employed to mark examination scripts or other student work that contribute towards the student's final degree award should have this work covered by a separate contract; they should be briefed appropriately on the relevant regulations on examination marking and provided with a copy of the Instructions to Examiners for Undergraduate and Taught Graduate Programmes issued by the Academic Registrar's Division.
- At graduate level, the sub-board chair must approve any GTA or GT appointment as an examiner.
- It would be highly exceptional for GTAs or GTs who are also registered as PhD students to act as examiners for graduate level assessments. In such cases, the Chair of the GSSC must give their approval and the student concerned would normally need to be near completion and/or would have specialist expertise of direct relevance to the course concerned.

## Office Hours

- Departments are asked to ensure that teachers are made aware of the following good practice guidance concerning office hours which has been endorsed by the Academic Board.
- All staff should hold at least one office hour per week during term time, before examinations begin and during reading weeks as per the department's norm. Where more than three groups are taught a week, one or more additional office hours should be held (i.e. for four, five or six groups, two office hours should be held; for seven, eight or nine groups, three office hours should be held). However, departments may arrange these more flexibly at peak times, for example, by reducing them to every two weeks in the Michaelmas Term and increasing them when work is due to be submitted and/or before examinations.
- Office hours should be:
  - Timed on the half hour (e.g. 2.30pm – 3.30pm) to minimise the potential of timetable clashes and to make them more accessible to students;
  - advertised electronically (e.g. on the department's web pages or in Moodle) in addition to more traditional methods;
  - managed more effectively by making use of the LSE For You booking system;
  - organised separately for advisees and for taught students, and their purpose made clear.

## Departmental and School communications

- It is important that departments acknowledge that class teachers are staff within the department and should therefore be included in the life of the department. Heads of Department should ensure that teachers receive an appropriate induction to the department.

- Heads of Department are responsible for ensuring that all teachers understand the level of liaison and co-operation required with other colleagues for the effective running of the department and the quality delivery of the particular course.
- Heads of Department may nominate at least one member of full-time staff to act as an adviser to all GTAs, Emeritus Teachers and GTs in their department. The role of the adviser should be to:
  - Ensure that teachers receive a comprehensive departmental induction and are made fully aware of staff development requirements and opportunities;
  - ensure that teachers are kept fully informed of relevant meetings, events, support opportunities and other departmental matters;
  - provide support as necessary where communications between class teachers and course conveners are problematic;
  - follow through the results of monitoring exercises undertaken with teachers, advising them and/or referring them as appropriate, e.g. to the Teaching and Learning Centre (TLC).

## Use of Equipment and Facilities

- Heads of Department are responsible for ensuring that class teachers are provided with an appropriate work space and computer access in order to be able to undertake administrative tasks to support their teaching. Heads of Department are also responsible for ensuring that class teachers are provided with appropriate space for office hours and teaching preparation; this may involve providing class teachers with details of how to book suitable rooms.
- Heads of Department are also responsible for ensuring that class teachers are fully aware of their obligations in the workplace in relation to:
  - Use of equipment and premises
  - Student welfare reporting lines
  - Health and safety at work
  - School and local arrangements for business continuity planning
- Heads of Department should ensure that teachers are provided with appropriate information at the start of the contract about central School services – e.g. Learning Technology and Innovation (LTI), audio-visual and reprographic services.

## Performance Monitoring

- The faculty member overseeing the course will be responsible for monitoring the class teacher's performance.
- It is recommended that a teaching observation is carried out for all class teachers in their first year of teaching.
- All class teaching is 'quality controlled' by the Michaelmas class teacher survey which is School-wide. The Head of Department (or their nominee) should ensure that the Michaelmas Term data is properly reviewed and acted on, with assistance from TLC as appropriate, and that any concerns related to teaching quality that are raised by students are speedily and properly investigated.

- Wherever possible, the decision on continuation for class teachers with no previous teaching experience in the department should be based on feedback from students (e.g. via School student survey returns) as well as from at least one observation of the teacher in action by a full-time faculty member.
- The Head of Department (or adviser to teachers) should provide teachers with feedback on the results of the School student survey. Where appropriate, teachers should be guided on any necessary areas for development and encouraged to make appropriate use of support available from the Teaching and Learning Centre.
- Questionnaire results, along with a note of any action required, should be held on the personal file for each teacher held by the Head of Department.

## Staff Development

- All GTAs are expected to attend initial training on teaching and learning in their first year of appointment. Contracts for subsequent years may be withheld if training has not been undertaken.
- Other fractional teaching appointees who lack teaching experience may also be required to attend an introductory workshop. All appropriate teachers will be paid to attend central training of up to six half days at a fixed rate per half day. Experienced teachers are required to attend any departmental briefings and arrange for a 1-2-1 meeting with a member of the academic staff development team in the Teaching and Learning Centre (email: [tlc@lse.ac.uk](mailto:tlc@lse.ac.uk)).
- It is recognised that teachers have commitments outside the LSE and are appointed for a variety of different reasons and under different circumstances. It is likely that, in many cases, teachers will have received a variety of development and training through their professional channels and other employers. In this context, the primary responsibility for following up any developmental needs identified in the course of employment with the School lies with the individual teacher, with the active support and encouragement of their department and the Teaching and Learning Centre. The School's teaching development programme will be made available to all teachers. Class teachers are actively encouraged to attend staff development events as appropriate to their role.
- In the case of a substantial number of class teachers who are also postgraduate students of the LSE or other institutions, the School recognises its duty to provide more structured training in the interests of both the teaching quality at the School and the professional development of the individual postgraduate teacher. To this end, the School expects that such teachers will attend:
  - Departmental induction events/course briefings at the start of each academic session;
  - the Deans' School Induction session, held annually at the start of the academic year, in the year they start teaching;
  - the School introduction to Teaching and Learning (or an equivalent arranged by the Department) before or during the individual's first year of teaching.
- Teachers may choose to take their teaching development further and can seek support from the Teaching and Learning Centre.

- For those teachers drawn from the professions external to the School, participation is encouraged but is not compulsory.

## LSE Handbook for Graduate Teaching Assistants

- The LSE Handbook for Graduate Teaching Assistants available from the Teaching and Learning Centre provides practical information and insight into teaching and the support of student learning at the LSE.

If you have any queries about the contract template, please email [hr.pay.hourly@lse.ac.uk](mailto:hr.pay.hourly@lse.ac.uk).

## Review schedule

| Review interval | Next review due by | Next review start |
|-----------------|--------------------|-------------------|
| 2               | 01/09/2020         | 01/09/2019        |

## Version history

| Version | Date           | Approved by | Notes |
|---------|----------------|-------------|-------|
| 1       | September 2018 | JNCC        | N/a   |
|         |                |             |       |

## Links

| Reference                            | Link  |
|--------------------------------------|---|
| Fixed Term Contracts Guidance        | <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Internal/staff/AtoZ/FTCs.pdf">https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Internal/staff/AtoZ/FTCs.pdf</a>   |
| Code of Good Practice                | <a href="https://info.lse.ac.uk/staff/divisions/academic-registrars-division/Teaching-Quality-Assurance-and-Review-Office/Assets/Documents/Calendar/CodeOfGoodPractice-UGDIPPG.pdf">https://info.lse.ac.uk/staff/divisions/academic-registrars-division/Teaching-Quality-Assurance-and-Review-Office/Assets/Documents/Calendar/CodeOfGoodPractice-UGDIPPG.pdf</a> |
| LSE Contracts of Employment Guidance | <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Internal/staff/AtoZ/Types-of-contract.pdf">https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Internal/staff/AtoZ/Types-of-contract.pdf</a>   |
| Immigration Policy                   | <a href="https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/immPol.pdf">https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/immPol.pdf</a>   |
| LSE Salary Scales                    | <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/Working-for-LSE/LSE-Salary-Scales?from_serp=1">https://info.lse.ac.uk/staff/divisions/Human-Resources/Working-for-LSE/LSE-Salary-Scales?from_serp=1</a>   |
| Payroll Deadlines                    | <a href="https://info.lse.ac.uk/staff/divisions/Finance-Division/assets/documents/internal/staff/payroll/Payroll-deadlines-2018.pdf">https://info.lse.ac.uk/staff/divisions/Finance-Division/assets/documents/internal/staff/payroll/Payroll-deadlines-2018.pdf</a>   |
| LSE Financial Regulations            | <a href="https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/finReg.pdf">https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/finReg.pdf</a>   |
| HR Recruitment Toolkit               | <a href="https://info.lse.ac.uk/staff/divisions/Human-Resources/The-Recruitment-Toolkit">https://info.lse.ac.uk/staff/divisions/Human-Resources/The-Recruitment-Toolkit</a>   |
| Payroll Division Webpage             | <a href="https://info.lse.ac.uk/staff/divisions/Finance-Division/payroll">https://info.lse.ac.uk/staff/divisions/Finance-Division/payroll</a>   |

## Contacts

| Position      | Name           | Email  | Notes |
|---------------|----------------|--|-------|
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| HR Operations | Neelam Talewar | <a href="mailto:n.talewar@lse.ac.uk">n.talewar@lse.ac.uk</a> |       |

## Communications and Training

|   |            |
|---|------------|
| Will this document be publicised through Internal Communications? | <b>Yes</b> |
| Will training needs arise from this policy                        | <b>No</b>  |
| If Yes, please give details                                       |            |