

## **Responsibility Allowances: Academic Support Staff**

This policy is intended to apply to all support staff roles in Bands 1-10.

### **Rationale**

The London School of Economics and Political Science aims to attract, recruit, and retain, high-quality staff in both academic and support roles.

In adopting these guidelines the School recognises that certain short term opportunities that may become available at the school may be suitable for the payment of responsibility allowances.

### **Definition**

The term responsibility allowance is used to reflect the reward of temporary significant increases in responsibilities of an individual, for example to cover a period of absence, for the mutual benefit of all parties. They will normally maintain certain aspects of their substantive role and not move fully into an entirely different role.

Managers and staff are reminded that some flexibility is expected in all roles and responsibility allowances are only suitable for significant changes in roles.

Responsibility Allowances are recognised as a valuable way of creating a more flexible organisation and increasing staff, knowledge, abilities and skills.

Responsibility Allowances develop employee skills and knowledge, enhance organisational flexibility and offer a way to 'plug' short and longer-term skills gaps. For the individual, the benefits include the opportunity to develop their skills and knowledge enhancing their career development opportunities, whilst at the same time maintain the security of permanent employment.

This policy outlines the principles for rewarding the flexibility of staff in carrying out significantly increased roles on a temporary basis.

### **Duration**

In cases where staff are asked to assume the full, or part duties of a higher role for one month or over, an allowance will be paid.

They will not continue for longer than four months.

### **Principles**

Responsibility Allowances are regarded as career development opportunities that provide an additional means of career advancement. They allow the School to make full use of the skills and experience of staff across the School and a solution to time limited skills gaps.

### **Procedure**

Responsibility Allowances involve an individual partially taking over the responsibilities of another role, with requirement to fulfil some responsibilities of a substantive role. For full role variation please see the 'Secondments' Guidance.

Where this sort of responsibility allowance position has been identified the line manager should send a management case explaining the situation to Human Resources. This should detail how the situation has arisen, the duties to be involved in the role by way of a HERA evidence based job description (this is to enable HR to accurately evaluate the 'new' role and establish the correct band and therefore rate of pay), how the person to cover the role was decided upon and any comments on any special pay arrangements to be considered.

### **Calculation of Appropriate Pay**

The employee will be paid the pay band for the role determined by job evaluation through the recruitment process.

HR will evaluate the role from the HERA evidence based job description as submitted as part of the management case. This will establish the appropriate band of the role. Where the role is evaluated in a higher band than the individual's substantive band, the individual will then be paid to the bottom point of this 'band' ( unless this is less than two increments). The allowance will be paid as the difference between the two salaries.

If the role is evaluated as the same band as the individual's substantive role the member of staff will normally be rewarded with the difference between an individual's salary and two increments higher

The individual concerned should receive written confirmation of such arrangements.

### **End of Responsibility Allowance**

It is the responsibility of the manager to ensure that an appropriate and tailored 'exit strategy' at the end of the anticipated period is planned.

It is also the responsibility of the manager to inform HR if the acting allowance is to continue. If no such notification is received the responsibility allowance will automatically end on the anticipated date.

### **Responsibility Allowance Extension**

An explanatory document, with revised end dates should be sent to Human Resources who will review and arrange a letter to the individual and appropriate continuation of payment.

Short extensions may be approved, for example to deliver a completed project.

If you require any further information please contact Sarah Pedder or Raj Lakhani in Human Resources.