

# Academic Staff Career Development Review (CDR) Guidance

2020-21

*CDR meetings this year are almost certain to focus in particular on the C-19 crisis and its consequences for our work. It would be very helpful if you could use the CDR form to note down any key points related to this – i.e. so that we can collate this information centrally and take it into account as we move forward.*

## 1. INTRODUCTION

The School expects that all staff who are not (full) Professors will receive good advice on progressing their careers from the Head of Department or other senior colleagues. The School has in place two approaches to structuring career development conversations between academics:

- An **Academic Staff Career Development Review (CDR) scheme** for academic staff who are not full Professors.
- A **Mentoring scheme** for post-Doctoral LSE Fellows and pre-Major Review academic staff as well as, at their request, post-Major Review staff. For details see [here](#).

The mentoring scheme is **distinct** from the CDR scheme. Mentors give informal and frequent advice and provide a sounding board throughout the year, whereas formal CDR meetings take place annually and are normally conducted by the Head of Department (HOD). **CDRs are not meant to replace regular informal meetings between academic staff and their mentors and/or HOD during which issues and problems can be raised and discussed.** Importantly, the mentor cannot be the one holding the CDR meeting.

### Purpose of CDR meetings

The principal purpose of CDR meetings is to provide constructive advice to pre-Major Review staff on the structuring of their academic careers, and specifically on what they need to do in order to progress toward Interim and/or Major Review. For post-Major Review staff who are not yet full Professors, the purpose of the CDR meeting is to provide constructive advice on the further development of their careers – specifically, advice on working toward promotion to Associate Professor (post-Major Review Lecturers and Assistant Professors) or to Professor

(Associate Professors). Guidance on Interim Review, Major Review and Promotion can be found [here](#).

Academic staff are expected to be pro-active in managing their own careers. However the School and senior staff also have a responsibility to provide appropriate support. The CDR scheme has been designed to reflect the School's commitment to ensuring that staff receive good advice in relation to their careers and their professional development and should serve the needs of individual academics. For pre-Major Review staff, it enables HODs or their nominees to provide advice to colleagues about progress towards Interim or Major Review, and in that context to flag at an early stage any issues of possible concern to the Promotions Committee. For post-Major Review staff, it enables HODs or their nominees to provide advice with respect to further career development and promotion.

The CDR meeting is intended to allow for an open and constructive exchange of views about the performance, achievements and contributions of the member of staff, which as well as taking into account future plans, enables a review of progress toward meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or the criteria for promotion (post-Major Review staff). It also provides a space for broad reflection on further development needs in relation to longer term career planning. This is also a time when plans for research leave and grant applications, but also personal issues such as parental leave and elder care, sickness and disability that may affect career planning, can be discussed sensitively. Human Resources can provide support and guidance on such issues. Concerns about matters such as mentoring and work allocation can also be raised here. If it is not possible to raise this in the CDR meeting, this can also be confidentially communicated with the VCAC.

## **2. ELIGIBILITY AND FREQUENCY OF MEETINGS**

### **Who should have a CDR meeting and how frequent are meetings?**

CDR meetings should be held annually for all academic staff who are not full Professors. Professors are not required to have CDR meetings, however, a meeting can take place upon their request or at the request of the Head of Department.

Please note:

- Staff on any form of leave for the majority of the academic year (e.g. sabbatical leave, research leave, maternity leave) are not required to complete a CDR that session.
- Where the duration of the contract is less than two years, the CDR meeting will be annual.
- Staff working 0.2 FTE or less can choose to have a CDR but are not required to do so.
- The CDR can be completed at any point in the year although Lent Term or the early part of the Summer Term is recommended.

### **Who should hold the CDR meeting?**

The expectation is that academic staff CDR meetings are normally conducted by the HOD. Particularly in large Departments, the HOD can delegate responsibility to their nominee (e.g. a Deputy HOD). Nominees must be of sufficient seniority and must be sufficiently versed with the School's review and promotion guidelines to hold CDR meetings.

### 3. THE CDR PROCESS

At the start of the academic year, HR will send all departments and centres a list of staff who are due a CDR that session according to the rules above. The department should review the list and ensure that it is correct and inform HR of any changes. HODs/RCDs should then ensure that CDR meetings are scheduled in.

Please note that **the CDR form can be submitted at any point in the academic year**, i.e. it is not necessary to wait until the deadline is approaching to arrange CDR meetings.

The next stages are as follows:

#### **Stage 1 - The preparation by the member of staff of a self-evaluation statement for section A of the CDR form (available [here](#))**

The self-evaluation statement provides members of staff with the opportunity to write a rounded and reflective commentary on their performance, achievements and contributions as well as, importantly, on their own progress toward meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or for promotion (post-Major Review staff) over the last review period, as well as on their plans for the future.

Within the framework of headings for discussion, the scheme is deliberately non-prescriptive about the detail to be covered in the CDR meetings (see below), but it will normally follow on from the staff members own self-evaluation statement. Departments are free to tailor the discussion to suit the individual's career stage.

The CV submitted can be in any format though staff might find it helpful to use the School standard [CV template](#), along with guidance for completion, available [here](#). Staff undergoing Interim or Major Review in the near future, or those wishing to be considered for promotion this academic year, are especially encouraged to use the School's standard CV template. Departments may require their staff to use the School's standard CV template.

#### **Stage 2 - A meeting with the HOD or their delegate**

In framing the CDR discussion, reference should be made as appropriate to the relevant criteria for Interim Review, Major Review and promotion. Guidance on Interim Review, Major Review and Promotion can be found [here](#).

For *Pre-Major Review* staff, the meeting should ensure that staff are aware of departmental and School priorities, that they have appropriate mentoring arrangements, and a workload that allows for their development towards Interim and/or Major Review, as well as a thorough understanding of what is required for successful career progression.

For *Post-Major Review* staff (post-Major Review Lecturers, post-Major Review Assistant Professors and Associate Professors), the meeting may need to concentrate more on maintaining a clearly focused research strategy leading to high-quality outputs (including, for promotion to Professor, world-leading outputs), on curriculum development and innovation, on improving teaching scores, on extending and developing service to the department and the School, and on building a stronger external profile.

#### **Stage 3 - The preparation by the HOD or their delegate of an evaluative statement for section B of the CDR form**

This statement discusses the progress of the staff member with respect to meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or for promotion (post-Major Review staff) as well as an evaluation of the performance, achievements and contributions of the member of staff.

After the meeting, the Reviewer will fill in section B evaluating the progress of the staff member with respect to meeting the criteria for Interim and/or Major Review (pre-Major Review staff) or for promotion (post-Major Review staff). Where a member of staff being reviewed disagrees with the evaluation, they have the right for their disagreement to be noted in a supplementary document.

#### **Stage 4 - The co-production of a summary of agreed action points in section C of the CDR form**

The Reviewer will produce a summary of mutually agreed upon action points arising from the meeting, which will be recorded in section C of the CDR form.

#### **Stage 5 – Signing off the form**

The form and any attachments must be signed off by the staff member being reviewed, the Reviewer and the HOD (if not the same as the Reviewer). The report will then be forwarded to Human Resources for monitoring by the VCAC and PDFD, who will follow up with Heads of Department where additional steps need to be taken with regards to the content of particular reviews.

#### **Training needs arising from the CDR**

The LSE Eden Centre has produced a checklist of training opportunities provided in the School to act as an aide-mémoire for discussion of training needs arising from the CDR. The Research and Innovation Division can also provide advice on support for grant applications and details of opportunities for involvement in professional bodies, particularly for members of staff seeking to enhance their external profile. It is assumed that members of staff and HODs will be proactive in contacting the LSE Eden Centre and Research and Innovation Division in these matters.

The LSE Eden Centre will also include briefing sessions on the scheme at academic induction, and at the induction for new HODs. The LSE Eden Centre and Human Resources will work together to develop short support sessions to be delivered at departmental or group events, and to incorporate skills training for those less confident or experienced in this type of conversation.

## **4. MONITORING AND IMPLEMENTATION**

The VCAC, in conjunction with the Pro-Director (Faculty Development) and Human Resources, is responsible for oversight and implementation of the academic staff CDR scheme and for reporting on any issues to the Promotions Committee.

The CDR form will normally be seen only by the member of staff, their Reviewer and the HOD (if not the same person as the Reviewer), as well as, subject to the HODs discretion, the Professoriate. The CDR form is also seen by the VCAC for monitoring purposes and by the Pro-Director (Faculty Development) for supporting HODs in their work. With the staff member's permission, the form can be shared with the mentor of the staff member.

## Review schedule

Review interval	Next review due by	Next review start
Annual	01/06/2021	01/05/2021

## Version history

Version	Date	Approved by	Notes
1	01/09/2020	Appointments Committee – 17 June 2020	-

## Contacts

Position	Name	Email	Notes
HR	HR Reward Team	<a href="mailto:hr.cdr@lse.ac.uk">hr.cdr@lse.ac.uk</a>	-

## Communications and Training

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