


# Measuring, Managing and Rewarding Academic Performance: LSE, 2013-15

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A decorative graphic consisting of several sets of concentric circles in a lighter shade of blue, scattered across the bottom half of the slide. The circles vary in size and are positioned in the lower-left, lower-center, and lower-right areas.

# Structure

1. LSE: New Academic Career, 2013-
  2. LSE: Performance and Pay, 2015-
  3. LSE: New Research Career, 2015-
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- A decorative graphic consisting of several sets of concentric circles in a lighter shade of blue, located in the bottom right corner of the slide.

# Context and Concerns

1. UK: 2004 Framework Agreement for the Modernisation of HE Pay Structures; also National Pay Bargaining and Incrementation
2. Balance of: Base Pay + Market Supplements + Performance-Related Pay [rare] + Contribution Payments + Retention Payments
3. REF and Global League Tables
4. Gender, Mobility and Progression

# New Academic Career: 1

## 1. Goals:

- (a) Global Top 20 HEI
- (b) Top in UK Research Excellence Frameworks

## 2. Drivers:

- (a) Higher starting salaries
- (b) Clearer links between performance and pay
- (c) REF as the dependent variable

# New Academic Career 2

1. 2013: move from 3 step promotion system to 2 step promotion system – strong gender equity reasons for doing so (double jumps in male-dominated subjects); adoption of global nomenclature: Assistant, Associate, Full Professor
2. 2013: introduction of 8 year Major Review [MR or 'tenure'] clock and 'higher than REF' Promotion bars for research; also robust for teaching. Far higher number of 'failures' in 2014 than previously; messages soon relayed around the School.
3. 2013: starting salary for an Assistant Professor [base] raised from £43k to £50k, and for Professors to a minimum £80k. Most salaries much higher.  
**Incrementation removed post-MR: agreed with UCU.**

# Pay and Performance

1. **Progressive shift to more use of Performance-Related pay**, especially in Finance and cognate subjects: very specific contracts, with focus on publication in Top 4 journals. Market supplements, too, of course.
2. **Contribution Pay before 2015**: non-transparent (nomination by Head; lack of clear link between performance and pay; worries about use of patronage)
3. **Contribution Pay, 2015: FIFs and DEC's**. Annualised Faculty Information Forms. Evaluated either by the HoD or by a Department Evaluation Committee (3-5 members, including non-Prof's) in Year One. Deliberately experimental. Should have been **Above/Meets/Below Expectations**, but the LSE community wanted **Outstanding, Good, Some Concerns** for each of Research, Education and Citizenship



# Year 1: 2015

## 1. Results published in macro terms:


- (a) number of Departments opting for a DEC – 14 of 22
- (b) percentage of academic members in each Department graded as Outstanding, etc. – interesting variation (6-78% for Research); Year 2 normalisation

## 2. Fed directly into Contribution Pay Committee:

- (a) guide rule – ex ante - was that 20% of Associate and Full Profs would get Contribution Pay (CP)
- (b) a good run of Outstandings and yet no CP would provide the basis for appeals

**Note:** 90% of academics returned FIFs in Year One; only the HoD sees 'Personal Circumstances'; 2 appeals

# New Research Career

1. 2014-15: well organised campaign by Research Staff and UCU to 'restore parity of pay and esteem' as per the 2004 Framework Agreement
  2. Unanticipated expense for the School, but again a bargain was struck around the underlying contract and performance expectations – parity going both ways.
  3. Full day at ACAS to sort it out, but a good investment for LSE and perceived to be fair.
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# Overall

1. Highest pay in mainstream UK HEIs
2. Highest UK probation and promotion standards
3. Clearer links between pay and performance established and agreed within and across the School
4. Greater transparency and gender equity
5. A new discourse on Global Pay opened up
6. Cost: about 1% of Income (recurrent)