



ROBERT GORDON UNIVERSITY ABERDEEN

Pay System Policies/Procedures

Approved by	The Executive, and Staff Governance Committee		
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Policy owner	Head of Human Resources	Impact assessed	Yes
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1.0 POLICY STATEMENT

- 1.1 The purpose of this policy is to outline the main pay policies which cover all employees of the Robert Gordon University with the exception of those on the senior management pay grades. The pay policy covering Professors is contained within Appendix A of this document

2.0 EXCLUSIONS

These policies do not apply to:

- Employees of subsidiary companies or divisions who are not employees of RGU
- Agency and other temporary staff who are not employees of RGU
- Those engaged on contracts for services and other forms of self-employment
- Honorary and visiting appointments
- Similar or equivalent workers who are not employees

3.0 GUIDELINES FOR SALARIES ON FIRST APPOINTMENT

- 3.1 For each pay grade, the mid pay point of the pay grade is deemed to be the rate for the job for the purposes of these guidelines. Where a pay grade has an even number of pay points, the midpoint shall be deemed to be the lower of the two middle points. **The expectation is that a first appointment to a post on any grade will be made at the minimum pay point on the grade.**
- 3.2 However, there may be circumstances where it would be appropriate for a first appointment to be made at a pay point above the minimum point. For example, this may be where there is substantive evidence that the qualifications, knowledge, skills and experience of the candidate would suggest that they could expect to achieve full competence in the job more quickly, in which case they would have a reasonable expectation of reaching the midpoint of the grade more quickly. This might apply particularly to some internal appointments where the transition to the new job might occur more quickly.
- 3.3 In such circumstances, if there is any doubt about the speed of transition to full competence, it may also be appropriate to appoint at the minimum point of the grade and to consider accelerated progression when full competence is achieved.
- 3.4 Where an appointment is to be made above the grade minimum approval must be sought from the Head of HR Operations and Support prior to any offer of employment being made and evidence must be recorded in the appointment details provided to and retained by the Human Resources Department.
- 3.5 Appointments above the midpoint of a pay grade are expected to be exceptional and the evidence to support this must be robust and recorded

in the appointment details provided to and retained by the Human Resources Department.

- 3.6 Any appointment above the grade minimum must be approved by the Head of HR Operations and Support

4.0 PAY PROGRESSION WITHIN A GRADE

- 4.1 The University's policy is that the evaluated pay grade for a role is reflective of a role holder who is fulfilling all the requirements of that role at a fully competent level. The evaluated grade for a role also reflects what additional responsibilities might reasonably be expected, from time to time, in assisting, developing and preparing the role holder for his/her future career path;
- 4.2 The qualifying date for pay progression is 1st April in each year until the maximum point of the normal pay range for the grade is reached. Role holders must have been in post for more than 6 months prior to this date to qualify. This is also subject to competence to fulfil the role requirements at the appropriate level. It is presumed that staff will progress to the maximum point within the grade.
- 4.3 There may be circumstances where it would be reasonable for pay progression to be deferred on a temporary or permanent basis. This might include:
- unsatisfactory conduct;
 - serious concerns regarding capability;
 - serious concerns regarding work performance and/or contribution;
 - unsatisfactory probationary review.
- 4.4 In such situations, before a decision can be taken the employee must have been engaged by the appropriate line manager in a meaningful informal or formal process appropriate to the circumstances. This should also have occurred sufficiently in advance of the pay progression decision process that the employee has had the opportunity to respond to the circumstances and to be aware that pay progression may be at risk.
- 4.5 The University undertakes not to unreasonably withhold pay progression and will give written reasons if it decides to do so.
- 4.6 The University policy is that all employees will fully participate in the EPR process (as modified from time to time) and it is the responsibility of the relevant line manager to ensure full and effective engagement in that process, taking into account the guidance and training available.

5.0 ACCELERATED PAY PROGRESSION

5.1 Accelerated pay points may be awarded where the employee performs and/or contributes at a level in his/her role which significantly exceeds the normal expectations of a fully competent person in that role, allowing for (and discounting) that which is concerned with assisting, developing and preparing the role holder for future career progression, accepting that this cannot be to a point beyond the normal grade maximum. It is to be seen therefore as exceptional although each case shall stand on its own merits.

5.2 The following principles apply in addition to those described above:

- Accelerated pay points shall be used only to reflect exceptional contribution in role, usually identified through the EPR process e.g. such an award is not to be used to reflect market conditions; nor should accelerated pay progression be used to reward personal favourites. Both of these are extremely damaging and destructive to staff morale and to the integrity of the pay system;
- The decision to recommend accelerated pay progression within a grade shall rest with the relevant senior manager but must be approved by the Head of HR Operations and Support;

6.0 PROGRESSION BETWEEN GRADES

6.1 It is the University's policy that, unless otherwise provided for in any locally approved scheme e.g. the annual academic promotion process, progression from an existing pay grade to a higher pay grade shall be achieved through one of two processes:

- through appointment, on merit, to a vacant position that has been the subject of an approved competitive recruitment process, internally or externally or both, all in accordance with the University's approved recruitment and selection procedures; or
- through the re-evaluation of a role already occupied, in circumstances where the role and level of responsibility of the role holder have changed in an agreed and planned way to an extent that it may be justly assigned to a different grade. In these circumstances the agreed procedures for re-evaluation shall apply.

7.0 PART TIME/TEMPORARY/FIXED TERM APPOINTMENTS

7.1 Full or part time employees are sometimes required, on a temporary basis, for a very short duration commonly referred to as 'ad hoc' appointments.

7.2 Other than short term, temporary appointments that may be recruited from a temporary staff agency part-time, temporary and fixed term

appointments should be appointed using an approved HERA role profile. Appointments shall be in accordance with salary on first appointment with the same annually negotiated pay increases and other entitlements, subject to qualification, as any other employee in the category.

- 7.3 In the case of academic appointments this will normally mean contracting for a total number of hours that would include preparation time, teaching and assessment. The verbal and formal contractual agreement should make clear the number of hours allowed for each activity.
- 7.4 Such appointments, particularly (but not solely) in the professions common in certain academic disciplines, are often required at very short notice and/or may be subject to market vagaries and cannot always be recruited at the normal rate for the job – e.g. professional practitioners brought in from industry and commerce to bring professional practice into teaching.
- 7.5 RGU may adopt one of the following where the circumstances suggest it would be a preferred option:
- 'personal' contracts out-with the main grade structure/pay spine, which use personal salary values negotiated with the individual according to the requirements of the role and the market realities;
 - Contracts for the provision of services with the individuals or with their company if self-employed as sole trader, out-with the employment framework altogether.
 - Contracts for the provision of services with the company that employs the individual, if indeed they are employed by a third party.
- 7.6 There may be other methods. Any other method must be discussed and agreed with the Human Resources Department before committing to a new arrangement that falls out-with this guidance

8.0 REGULAR ADDITIONS TO PAY

- 8.1 All core role requirements are incorporated into the role description produced by the HERA job evaluation scheme.
- 8.2 Regular (paid every week or month for an indefinite or definite period) additional payments are therefore only to be made where there are temporary additional role requirements which merit additional payments(s) under an approved scheme.
- 8.3 Approved schemes are:

9.0 TEMPORARY RESPONSIBILITY AND ACTING UP PAYMENTS

- 9.1 Occasions may arise where it is necessary to formally ask one or more members of staff to 'act up' into a higher graded position, in whole or in part e.g. to cover sickness absence, maternity leave etc.

9.2 In most circumstances e.g. known long term sickness, maternity leave and extended periods of special leave, acting up arrangements can be planned well in advance and, therefore, payment will ordinarily be from the first day on which the pre-arranged 'acting up' period begins. In these circumstances the following principles and expectations shall apply:

- The detailed arrangement must be agreed with the post-holder(s);
- It must be clear if it is the whole role or particular parts of it that is being 'acted up' into;
- Where it is the 'whole' role, the member of staff must be placed on the approved pay grade for that role and paid at the minimum pay point of that grade or, if this does not result in an increase in salary, on the next highest pay point when compared with the existing salary of the person acting up.
- Where it is to particular parts of the role but not the whole role, agreement must be reached on the appropriate percentage of the role being undertaken. The member of staff must then be paid their normal pay plus a pro-rata addition to reflect the percentage agreed at the higher level grade.

9.3 As these arrangements are linked to the grade structure and pay points, payments will automatically attract the cost of living increase for the relevant pay point and grade.

10.0 STANDBY AND CALLOUT PAYMENTS

10.1 A standby and callout payment is payable to any member of staff who, as part of their role, is required to be on standby 'on-call' to deal with emergency calls and/or is required to attend a University site to deal with an incident or emergency out-with normal working hours. The allowance is payable only to staff who are part of a formal on-call rota within their School/Department which has been authorised by the relevant Head of School/Department. The allowances payable will be increased on an annual basis in line with the pay review.

10.2 The payment is designed to compensate employees for the inconvenience of being on call in a fit condition to attend work and for the anti-social hours which may be involved in dealing with the phone call, incident or emergency.

10.3 Any standby and call-out scheme must meet minimum requirements to be agreed in advance with the HR Department. These will include, maximum number of individual periods on standby in a rota in a year, availability 24 hours per day during on-call period, on-call employees being contactable via the RGU supplied mobile phone at all times during on-call period, ability to attend site within 1 hour of receiving a request to do so, having transport available to meet attendance requirements, being fit to attend i.e. not being under the influence of alcohol or drugs.

- 10.4 In addition to the on-call allowance, staff who are actually called out to attend site will also be entitled to claim mileage at the current rate per mile and overtime at the appropriate rates subject to a minimum call out payment of 1.5 hours.
- 10.5 These payments increase in accordance with the level of the annual pay awards.
- 10.6 Details of current allowance levels and the form for claiming allowances can be found at <https://you.rgu.ac.uk/org/hr/Documents/Pay%20and%20Benefits/Standby%20and%20Overseas%20Allowances.pdf>.

11.0 MARKET SUPPLEMENTS, RETENTION PAYMENTS & ATTRACTION PAYMENTS

- 11.1 The principal reason for having Market Supplements is to address periodic recruitment and retention challenges in respect of a particular post or group of posts, by providing flexibility:
- to deal with one-off roles that do not sit well within the core grade and pay structure;
 - to respond to general competitive changes for types of role, of a temporary or permanent nature, where there is clear evidence to support it;
 - to respond to specific geographic circumstances for certain jobs that reflect unique geographic circumstances at a sub-regional, regional, UK and international level.
- 11.2 Market Supplements, where approved under this practice, are first attached to the job (or group of jobs) and thence to the post-holder(s). Market Supplements are pensionable.
- 11.3 It is the policy of RGU to apply Market Supplements to a role or roles only where:
- it relates to a specific role or a group of roles having a common job title and/or job content or other features in the same marketplace; and
 - there is an acceptable level of objective evidence to support such a decision; and
 - such a decision would not lead to distortions of the core grade and pay scheme; and
 - such a decision would be explainable and defensible in the event of challenge; and
 - the decision to apply a supplement has been approved through procedures agreed with the locally recognised trade unions
- 11.4 Where a Market Supplement is approved it shall apply to all post-holders for the role or roles covered by the definition above.

11.5 Market Supplements are temporary in nature and will be reviewed formally by the HR Department, in conjunction with the employing department and relevant line manager on a biennial basis, to verify their continuing justification and level. All market supplements will be included in the biennial review with the exception of any new supplements introduced in the previous 3 months.

11.6 In the event that, on review, the objective evidence shows the supplement is no longer justified, in whole or in part, the change to the supplement will be phased out as follows, and the individual employee and relevant trade union informed:

No supplement justified:

- in year 1, 75% of the previous market supplement shall be payable
- in year 2, 50%
- in year 3, 25%

Thereafter the supplement will cease.

Reduced supplement justified:

- in year 1, the new allowance + 75% of the difference between the old and the new market supplement
- in year 2, the new allowance + 50% of the difference between the old and the new market supplement
- in year 3, the new allowance + 25% of the difference between the old and the new market supplement
- in year 4, the new allowance will apply

11.7 Where an individual, in receipt of a Market Supplement voluntarily moves to another role within the University which does not carry a market supplement, the supplement will cease immediately and normal withdrawal/phasing terms will not apply. Where an individual moves to another role because of redeployment due to redundancy, or organisational change, the normal pay protection arrangements will apply.

11.8 From time to time it may also be necessary to consider the use of retention payments to retain individuals with specific skills/knowledge which are essential to the university. These payments will apply to individuals, rather than roles or groups of roles, and will be subject to the same review process and phasing out arrangements as detailed above in relation to Market Supplements. In addition to the normal review process retention payments will be subject to a further equality impact assessment by an independent HR representative.

11.9 Attraction, or 'golden hello', payments may also be considered where there are particular difficulties in attracting applicants. These will be one off non pensionable payments. Where an employee in receipt of such a payment voluntarily leaves the university within 2 years, the payment will be refundable in full.

- 11.10 Members of staff in receipt of a market supplement are entitled to request the data and rationale behind the decision to set the level or change the level of the supplement. If a staff member has any concerns with the outcome or process they may raise this through the University's normal grievance procedure.
- 11.11 Where on review a market supplement is found to be still appropriate at the same level, the cost of living increase shall apply. In all other circumstances the market supplement will be re-calculated.
- 11.12 An anonymised summary of all recommendations resulting from the biennial review will be provided to the relevant recognised trade union/s by the Head of HR Operations & Support.

12.0 NIGHT SHIFT PREMIA

- 12.1 The Estates department currently operates a night shift system which attracts a shift premium.
- 12.2 The shift premium is based on a flat percentage of salary and therefore automatically increases with any pay awards.

13.0 OVERSEAS WORKING PAYMENTS

- 13.1 In order to compensate staff for the significant differences in environment, and working conditions which may be involved in working at some overseas locations, the University will pay a daily overseas allowance to staff that are required to occasionally work overseas on behalf of the University.
- 13.2 The allowance is primarily payable to academic staff assigned to overseas work gained through corporate contracts or overseas teaching or consultancy as part of an approved RGU portfolio, but may be extended to other categories of staff at the sole discretion of the Director of HR. The allowance is payable from the first day of arrival in the destination/first country to the day of leaving destination, or last country, and is payable only for whole days.
- 13.3 The allowance does not apply to staff who are required to undertake overseas assignments as a part of their core role e.g. marketing, business development, international student recruitment, to staff attending conferences and similar professional/personal development events or to employees paid on senior management pay ranges (unless undertaking teaching assignments), or their equivalent.
- 13.4 The payment is subject to normal PAYE and National Insurance deductions and employer contributions and is not reckonable for pension purposes.
- 13.5 The payment of the allowance must be authorised in advance by the appropriate Head of School or Department. Allowances will be paid

monthly in arrears through the normal payroll directly into the employee's bank or building society account.

- 13.6 Allowances are reviewed on a regular basis to verify their continuing justification and level
- 13.7 Details of current allowance levels and the form for claiming allowances can be found at <https://you.rgu.ac.uk/org/hr/Documents/Pay%20and%20Benefits/Standby%20and%20Overseas%20Allowances.pdf>

14.0 OVERTIME PAYMENTS

- 14.1 Overtime is discouraged and employees should not be required consistently to work overtime.
- 14.2 Staff on grades 1 – 6 qualify for compensation for overtime worked, in the form of payment or time off in lieu. Staff on grades 7–10 normally do not qualify for such compensation. However where one-off project work or pre-planned work and/or other special occurrences are of a scale that it would be unreasonable not to recognise this exceptionally, overtime payment or time off in lieu may be given by prior agreement. Similarly where staff work flexibly during evenings and weekends and receive time off in lieu, this policy is not intended to preclude that.
- 14.3 In the event that overtime is unavoidable, in normal circumstances with the *prior* approval of the relevant manager, overtime may be undertaken. Retrospective claims for overtime will not normally be considered but in exceptional or emergency situations consideration will not be unreasonably refused.
- 14.4 The University's normal policy will be to allow time off in lieu, at the same premium rates for overtime payments, for any approved overtime. Exceptionally a budget holder has the discretion to agree to payment at the appropriate rate where it is not operationally desirable to allow time off in lieu. This should be clear at the time the overtime is agreed.
- 14.5 Part-time employees, who work additional hours, will be eligible for overtime rates when they have worked in excess of the standard 37-hour week.
- 14.6 Extra time of less than half an hour on any day shall not be reckonable for overtime. Overtime is not payable to those above the maximum normal pay point of Grade 6, except in the circumstances described above.
- 14.7 To ascertain the hourly overtime rate of pay the employee's normal annual salary, at the date the overtime is undertaken, should be calculated as follows:
$$\text{Annual salary}/365=\text{daily rate}\times 7=\text{weekly rate}/\text{full time hours}=\text{hourly rate.}$$

- 14.8 For overtime worked Monday to Saturday inclusive, and/or a recognised public or fixed holiday, payment will be at the rate of time-and-a-half.
- 14.9 For overtime worked on a Sunday, or on a recognised public or fixed holiday, payment would be at the rate of double time.
- 14.10 The following enhanced rates will apply to an employee who is required to work on a Saturday and/or Sunday where their normal work schedule does not require them to work on these days.
- Saturday Time and a half for all hours actually worked.**
Sunday Double time for all hours actually worked.
- 14.11 The foregoing enhanced rates will apply to all employees subject to the conditions stated.
- 14.12 A day's pay is defined as 1/365th of the normal annual salary. For salaried employees this fraction will be used in the calculation of salaries for part months.

15.0 STAFF GAIN-SHARE SCHEME

- 15.1 The University has strategic goals. We recognise that all our staff will make an important contribution to the achievement of those goals. Our goals are represented in a business plan, which includes key performance indicators and related annual targets which we plan to achieve and, potentially, exceed. Year on year targets are also set out in the annual plan.
- 15.2 The intention of the scheme is to recognise staff contribution by awarding, to all staff, a share in the financial 'gains' *where agreed annual targets are exceeded*. The award will be in the form of an annual 'gain-share' payment.
- 15.3 Targets will be agreed each year, as part of the annual planning process, reflecting the business plan. Provided that the agreed particular targets for the year are achieved, the formula for the 'gain-share' payment will be triggered.
- 15.4 It follows that the better the institutional performance is, when measured against the agreed targets, the higher the gain for RGU and the higher the gain-share payment is likely to be. Of course, should the threshold and other targets not be achieved, there would be no payment. Targets will have to be sufficiently challenging to be meaningful whilst also being achievable and motivating.
- 15.5 The RGU staff 'gain-share' scheme applies to all RGU employees (subject to the exclusions outlined in section 2) subject to the following agreed qualifying conditions:

- Staff will be entitled to be included in a gain-share payment for any relevant period* if (i) they have been employed by the university on a contract of employment during the relevant period and (ii) are still in post at the date of payment**
- Where a member of staff joins part way through the relevant financial year they will be entitled to a pro-rata payment equivalent to 1/12th of their full entitlement for each complete month of service
- Payments will normally be calculated either as a percentage of FTE salary*** at 31 July in the relevant year or as a flat payment determined by the university each year. All payments will be pro rata for part-time staff
- Where an individual's contractual employment ends, for whatever reason, either during the relevant year, or before the payment date, they will not be entitled to the payment
- Where an individual has a live disciplinary warning on their employment record, which falls within the relevant year and/or which remains live at the payment date, he/she will not be entitled to the payment
- Where an individual is the subject of a disciplinary investigation at the time of payment, payment will be postponed until the outcome of the investigation is known. If at the end of the investigation no formal disciplinary action is taken, the individual will be entitled to the payment.
- Where an individual remains subject to a performance improvement plan (PIP) at the end of the relevant year and/or which plan continues to apply at the date of payment, payment will be postponed until the performance targets in the PIP are met.
- Where an employee has been/is in material breach of any contractual condition during the relevant year and/or is in material breach of any contractual condition at the day of payment, the university reserves the right to consider the circumstances in order to decide if, in that particular instance, a payment should be made or not.
- All payments are non-consolidated and non-pensionable. Payments are non-contractual and the university may withdraw or vary the terms of the scheme and/or the institutional performance indicators to which it relates and/or the method of calculation, at any time at its sole discretion.

*the relevant period will normally be 1st August in one year to 31st July in the following year
**normally December/January following the relevant period
***this means the FTE annual salary attached to the pay-point on a pay grade that an employee is normally paid for their role, excluding any other additions to pay which may be paid as a regular or variable addition

16.0 APPEALS AGAINST GRADING DECISIONS

- 16.1 An appeal will normally only be considered where a role has been formally analysed by the HR Job Evaluation Panel within the last three months.
- 16.2 The letter of appeal must set out clearly the grounds for appeal and any new evidence not included in the original submission. A copy of an up to date role outline form and job description must also be included. The information provided must be agreed and signed off by the line manager.
- 16.3 Appeals will not be accepted on the grounds of comparison between one post and another. An appeal must be supported by evidence relating to the role under appeal.
- 16.4 The appeal will be considered by a panel chaired by the Head of HR Operations and Support or his/her nominee and comprise, one trained role analyst, one trade union representative and one management representative.
- 16.5 The individual and their line manager will also be invited to attend the appeal panel in order to present evidence and clarify any information provided to the panel.
- 16.6 Having considered all of the evidence the Appeal Panel will form its conclusion and decide to either:
 - uphold the original match
 - match the role to an alternative Role Profile
 - undertake a full analysis of the role
- 16.7 The Chair of the Appeal Panel shall write to the employee within ten days of the appeal meeting clearly stating the outcome and the reasons for the decision. The employee will also be provided with the HERA factor breakdown for their score.

The Appeal Panel's decision is final and there is no further right of appeal.

17.0 EQUAL PAY STATEMENT

- 17.1 Robert Gordon University supports the principle of equal opportunities involving the principles of equality and the management of diversity in employment. It believes that all employees should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value irrespective of age, disability, ethnic or national origin,

gender identity, family responsibilities, marital status, pregnancy, religion or political belief, sex and sexual orientation or offending background.

17.2 In order to achieve equal pay for employees doing equal work we will operate a pay system which is transparent, based on objective criteria and free from bias on the grounds of age, disability, ethnic or national origin, gender identity, family responsibilities, marital status, pregnancy, religion or political belief, sex and sexual orientation or offending background and which does not discriminate unfairly between those on different contractual arrangements.

17.3 In order to put our commitment to equal pay into practice we will:

- Regularly audit our pay system and practices, including the publication of biannual equal pay audits
- Inform employees of how these practices work and how their own pay is arrived at.
- Provide training and guidance for managers and supervisory staff involved in decisions about pay and benefits.
- Discuss and agree the equal pay policy with employees, trade unions and staff representatives where appropriate.
- We intend through the above action to avoid unfair discrimination, to reward the skills, experience and potential of all our staff fairly and thereby to increase efficiency, productivity and competitiveness and enhance the RGU's reputation and image.

PROFESSORIAL PAY POLICY

Policy Objective

To ensure we are able to recruit, retain & reward high performing Professors, who are leaders in their field and who demonstrate leadership institutionally, in order to achieve our strategic goals.

Scope

This policy applies to all positions designated as Professor* and who are/will be employed under professorial pay, terms and conditions of employment including personal contracts [*not including senior managers who may carry the title 'Professor' also but who are employed on senior manager pay, terms and conditions].

Exclusions

All other positions employed under other terms and conditions of employment.

Underpinning Principles

In addition to the principles set out in the wider Reward Strategy there are some additional principles that are especially relevant to all senior leadership roles:

- Our Professors are role models for the current and future generation of academic staff, for future leaders in their fields and for the university community generally. In this context how that leadership role is performed is as important as what is delivered. The performance of our Professors will therefore be judged and rewarded on both these dimensions, as well as on the wider expectations of Professors, set out in the professorial appointment criteria.
- Achievement of our goals over the period of the business plan calls for successful outcomes in the short term that contribute, in a focused way, to longer term outcomes. Reward for Professors will reflect both short and long term goals and achievements.
- All Professors will have agreed personal objectives and targets that align with the university strategy and with their own teaching & research interests. Performance against these targets and performance more generally will be appraised annually with at least one mid-year review of progress against plan. In addition personal development plans should align with university strategy, the objectives/targets to be achieved and with the individual Professor's own teaching and research interests.

- It will be important to ensure optimum transparency within the bounds of public interest, commercial interest, confidentiality and data protection requirements.

Reward Policy

It is our policy to reward our professorial staff through a combination of base pay and benefits that is competitive. Additionally we will reward performance that delivers the university's goals through a mix of short and long term performance based rewards. The reward system shall comprise:

- Competitive base pay and benefits for the role.
- Reward for performance by pay position that takes account of both the level of assessed performance and existing position within the market for that role. The performance element being initially non-consolidated.
- Reward for consistent and sustained longer term performance through consolidation of all or part of the non-consolidated element after three years.
- Reward for University performance ('gain-share').
- Recognition through any one of the arrangements set out in the wider reward strategy, accepting that great leadership and appropriate behaviours are core expectations of all professorial roles.

Reward Policy in Practice

1. University policy is that professorial roles will be positioned within one of four zones in a single pay band (see appendix 1). The pay band represents the overall size of the professorial role using the HERA job evaluation methodology. The zones represent the level the individual has attained by reference to the criteria for each zone, which have been previously agreed.
2. The pay range (max. and min.) for the pay band and for the four zones within the pay band, will be determined by reference to the UCEA annual professorial data* plus any other reliable market research data available, including Hay as a secondary source. [* for all universities, broken down into professorial categories].
3. The Executive will consider annually the appropriateness of the pay bands by reference to (i) institutional affordability, (ii) inflationary indicators, (iii) pay awards for staff in other pay grades and (iv) movement in the UCEA and other relevant market data.

Appendix 1

4. In the event that a whole pay band is adjusted upwards in value, the pay position of all staff in that band shall be adjusted upwards by the same value.
5. *New appointments** will be to the assessed zone for that individual, with pay positioning normally at the minimum or the lower end of the zone, according to a range of factors including:
 - market value for the discipline
 - role holders– knowledge, skills and experience present salary
 - relativities between the individual and other individuals in the same band

From time to time particularly experienced individuals may be appointed to a pay value at a higher level in a zone, reflecting particular market value.

[*individuals awarded a professorial title through the annual appointment process will normally be positioned at the minimum of zone 1. Where the individual is already on a higher pay point on Grade 10 they will be appointed to a fixed salary point in zone 1, such that the salary increase they receive is no less than it would have been under the previous pay arrangements for Professors.]

6. Pay increases will reflect personal performance and shall be non-consolidated for three years. Provided that performance review, at the end of year three, confirms that the level of performance has been sustained, it will then be consolidated.
7. In the event that the relevant level of performance is not sustained, the pay element that has previously reflected performance may be varied downwards, in whole or in part.
8. Non-consolidated performance awards may be made for one-off exceptional performance/achievement, relevant to agreed strategic goals and priorities.
9. Where the market for a job is such that it cannot fit into the pay zone by reference to the agreed criteria, a market supplement may be separately applied. Similarly, from time to time, the same arrangements may be made for retention purposes. Such premia will be reviewed and re-validated every two years and governed by the rules outlined in section 11 of the main Pay Policy.
10. Performance reviews/outcomes shall be submitted annually, through an agreed process, by Heads of School to the Director of HR with performance pay recommendations.
11. The Director of HR has responsibility for advising on arrangements to ensure, so far as is possible, consistency of application and appropriate moderation where unexplained variances arise. The Principal, if satisfied, will approve the final recommendations subject to affordability.

Appendix 1

12. The continuing appropriateness of the pay policy and practice will be reviewed annually by the Executive and the outcome shall be reported to the Staff Governance Committee. In addition a formal and full review of professorial pay arrangements shall be undertaken not less frequently than every five years.