

BISHOP GROSSETESTE UNIVERSITY

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BISHOP
GROSSETESTE
UNIVERSITY

Pay and Reward Policy

July 2020

Pay and Reward Policy

1. Introduction

This document sets out the pay policy for Bishop Grosseteste University. The Director of Human Resources is responsible for implementing this policy and is responsible for ensuring that the University's employment policies and practices comply with equal pay legislation.

This policy contains information relating to the University's pay arrangements and reward schemes. Information relating to taxation, NI, pay dates, statutory payments and deductions from pay can be obtained from the Finance Department.

Bishop Grosseteste University is committed to the principles of equal pay for work of equal value and operates a single job evaluation scheme to measure the relative value of all jobs in its pay and grading structures with an overall framework that is consistent, transparent and fair.

The aim of the policy is to reflect equality of opportunity with respect to pay, salary and career progression for all staff in ensuring that the level of reward is appropriate to the relative scope of the job.

The policy is not intended to address issues relating to outstanding performance, etc. Staff may receive accelerated incremental progression or contribution pay to recognise exceptional performance throughout the course of their employment.

This policy has been prepared in negotiation with Trades Union representatives recognised by the University – namely UCU and UNISON.

2. Purpose and Scope

This policy and procedure covers all categories of jobs governed by the national framework agreement for prospective and existing staff up to and including Grade 10 of the University's pay and grading structure. The policy supersedes any previous or outstanding arrangements and agreements relating to grading for staff categories. Pay and grading for posts above Grade 10 are determined under separate arrangements underpinned by broadly similar mechanisms to those which apply to jobs on the single salary spine.

This policy reflects the University's commitment to reward all members of staff fairly and equitably in relation to the roles to which they are appointed or to which they are regraded/promoted. The University recognises and reflects through this policy that roles do not always remain static and may change in relation to the range, complexity and level of duties, accountabilities and responsibilities. Such changes may require the grade of any post to be reviewed at the appropriate time.

3. Equal Opportunities

Bishop Grosseteste University supports the principle of equal opportunities in employment and as part of that principle, that staff of different age, race, disability, sexual orientation, gender (including staff who have undergone gender re-assignment), marital or civil partnership status, religion or belief and non-belief and regardless of whether or not pregnant or on maternity leave, will receive equal treatment. Employees should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

The right to equal pay is a fundamental principle of the Equality Act 2010. It is good practice that pay is awarded fairly and is in direct support of the University's policies on diversity and equality.

In order to achieve equal pay for employees doing equal work, the University will operate a pay system which is transparent, based on objective criteria and free from unlawful bias. We use the Higher Education Role Analysis

(HERA) system to assist with determining equal pay for posts in Grades 1 to 9. *More information on HERA and its processes can be obtained from the HR department.*

To put our commitment to equal pay into practice, the University will:

1. Carry out and publish an equal pay review of gender and implement the actions arising from it in a planned programme.
2. Carry out regular monitoring of the impact of our practices in line with the University's Diversity and Equality policies. Inform employees of how these practices work and how their own pay is arrived at (on request from a role holder and respond to grievances on equal pay);

It is intended through the above action, to avoid unfair discrimination and to reward fairly the required knowledge, skills and competencies of all staff employed by the University. In turn, this is intended to increase efficiency and enhance the University's reputation and image, both locally and nationally, as a transparent employer.

4. Grading

Higher Education Role Analysis (HERA) is the job evaluation scheme used at the University. HERA is the recognised job evaluation scheme for higher education institutions. It is a systematic method of comparing jobs, and underpins the objective of equal pay for work of equal value.

HERA is used:

- to enable all jobs to be allocated or matched to a level or grade within a common pay structure;
- to ensure that pay and benefits are allocated on a fair and consistent basis and that the University fulfils its legal obligation to provide equal pay for work of equal value;
- to comply with the requirements of the national framework agreement with implementation at a local level for the modernisation of pay structures, and strike a balance of the requirement for thorough and effective analysis and evaluation with efficiency and flexibility.

All new roles are scored by at least two HERA trained role analysts.

Vacancies relating to existing posts will also be checked to ensure that in cases where the job description has changed the role has been initially reviewed by an HR role analyst via a desk top exercise. If the desk top exercise indicates the changes may impact upon the grade, the role will be reassessed by at least two HERA trained role analysts.

4.1 New Starters

Newly appointed staff will normally be placed at the bottom pay point within the advertised grade. In exceptional circumstances, such as the candidate is currently earning higher than the lower end of the pay scale, a line manager must have approval from the Director of Human Resources to offer a higher point. Other factors such as current market conditions will be taken into consideration, but approval from Director of Human Resources is needed before any offer is made.

In line with the National Pay Framework, there is a general assumption that staff joining from another Higher Education institution will automatically be appointed to the same spine point as they are currently on.

Please refer to the University's Market Pay policy to find out when market supplements may be used as part of the recruitment process.

4.2 Re-grading

A case for re-grading arises when a significant change has taken place in the role carried out by a member of staff to suggest that the role would be more appropriately placed in another grade. It should be noted that cases of this kind are judged on an evaluation of the size and level of the role and not on the merit of the individual role holder. Length of service does not constitute grounds for re-grading.

The re-grading process may only be initiated by the line manager; however, as the review may result in a grade change the line manager must ensure that the budget implications of this have been considered and incorporated into the business planning process. **Regrade requests must be submitted by line managers through the E-Form system on SharePoint and will be approved by the budget holder and finally Director of Human Resources.** Once the approval form is signed, the line manager will be asked to raise the appropriate HERA paperwork for the panel.

If the re-grade request results in a change in grade, the role holder will normally move to the first pay point within the new grade. It is normally expected that there will not be significant backdating. An increment to the next pay point will be due after completion of at least 6 months probationary within the new grade.

If a role holder has progressed through the discretionary increments within their current grade and their role is then re-graded, the role holder will be entitled to move through the new grade from their current position on April 1 or a minimum of 6 months in post.

Further Information

For further information, relating to regrade requests, please refer to the 'Job Role Evaluation, Staff Guidance – A guide to the process for submitting a new or existing role for evaluation' document available within SharePoint.

5. Pay Spine

The model pay spine has ten grades. Each grade has pay point values, starting at point 4 within Grade 2 and ending at point 52 within Grade 10. The values of the pay points are subject to a nationally agreed increase with effect from 1 August each year.

An up to date pay spine document will be made publically accessible by the HR department on the University's SharePoint system.

5.1 Positioning of academic staff within the pay spine

In line with the HERA process, all permanent, full time and fractional part-time academic contracts are placed within Grade 7 and above.

As a general principle, the below information will be reviewed after 2 years or where operational and/or legislative requirements change.

5.1.1 Academic Job Profiles

Grade 7 (Including Automatic Progression)

Roles this level may represent the early stages of an academic career before progressing to Grade 8. There may be combination of research, knowledge exchange and teaching, or a specific focus on research or teaching alongside related administrative responsibilities. Support in the form of appropriate mentoring will normally be provided.

Part-time hourly paid duties have been analysed using the nationally agreed library of role profiles and are normally placed within grade 7, with an hourly rate derived from nationally-agreed formulae which recognise preparation and marking time using the JNCHES Guidance March 2004.

When a member of staff reaches the grade point where they are eligible to progress to the next grade, their line manager should arrange a meeting to discuss role, performance and proposed progression. Please refer to the University's procedure – "Promotion from Grade 7 to Grade 8" for details on this advancement route.

Grade 8

Roles at this level are held by employees who are experienced in research and/or knowledge exchange and/or teaching. In some cases, the contribution spans research and teaching. In all cases, there will normally be accountability for the design, delivery and quality of at least a whole course, small research or knowledge exchange project or part of a larger research or knowledge exchange project, with measurable outcomes, as well as for contributing to the development of wider programmes/portfolios. There may be responsibility for representing the work of the University in the specific field locally and nationally in appropriate networks and/or in the public activities and for contributing to the wider academic community beyond the University.

Progression from Grade 8 (Senior Lecturer/Programme Leader) to higher grades is not automatic

Grade 9

Roles at this level commonly reflect extensive professional/academic experience, and will include substantive contributions in research and/or knowledge exchange and/or teaching. Individuals will have a well established reputation in their field, and be making a demonstrable impact on their field at national and international level. Those which focus on teaching will require a record of leading development activity in relation to teaching and learning policy and practice. In all cases, there will be a responsibility for leadership and development within a specific area of activity. There will also be responsibility for provision of expert advice to colleagues and some contribution to the implementation of institutional strategy.

Grade 10

Roles at this level carry significant academic leadership responsibilities. Individuals whose roles are focused on research and/or knowledge exchange and/or teaching will have a substantial international reputation in their field. In research, this will involve leading original research of an international standard, maintaining an appropriate level of research activity and output and engaging with the relevant international research community. Any teaching specialists at this level will have broadened and deepened their impact on curricular, teaching methods and teaching, learning and assessment systems through extensive and widely recognised innovation of international standard. They will normally lead developments in teaching learning and assessment across a field or more widely. Academic managers at this level will be responsible for all aspects of a significant area of work, including strategy, and for the management of staff, programmes and projects, finance and other resources and for overall quality assurance in the area of work.

6. Incremental progression

All members of staff within the single point pay spine will receive an annual increment on 1 April of each year (up to the contribution threshold for the grade of their post) to reflect their growing experience and skill in the post, unless they are subject to formal action under the University capability or disciplinary procedure.

New employees joining on or after 1 October in any year will receive their increment six months after appointment.

7. Contribution Points and Accelerated Progression

7.1 Contribution Points

Contribution Relation Points (CRPs) are the salary levels beyond the top of each grade on the University's pay scales. They are awarded on a permanent basis to recognise outstanding performance subject to a successful application at the University's Annual Reward Review.

Central to the scheme is the principle that the reward is linked to employee's contribution toward the institution's strategic objectives, and that evidence must be given to show the exceptional contribution has been sustained over time.

All staff are eligible to apply provided they will have been on the top of their grade for at least one year on 1 April following their application.

7.2 Accelerated Progression

In order to recognise the achievement of those staff at a lower point in the grade, acceleration within the incremental scale is available to those members of staff below the top of the grade who demonstrate that they meet the criteria. A successful application will result in an additional one, or in exceptional cases, two increments being paid. Acceleration is only available through the Annual Reward Review (see section 13).

8. Attraction and retention premia

The University is committed to the principle of equal pay for work of equal value, however there are occasions when the grading determined for a role results in an inability to successfully recruit to or retain staff in particular roles. In such cases the University will consider the application of attraction and retention premia for certain roles, as a supplement to the pay for the grade of the role. This must be approved by the Director of HR. The equality impact of the attraction and retention premia must be fully considered and recorded in the business area.

Attraction and retention premia may be one-off or time-limited payments or 'market supplements' to salary.

The University will monitor the application of attraction and retention premia as part of its equal pay review process. The University reserves the right to amend this policy and to revise and withdraw attraction and retention premia to comply with equal pay standards.

The University may from time to time seek to use attraction and retention premia to reflect market rates. Consideration may be given to paying a premia in circumstances where a post has been advertised twice in succession and a market test has been undertaken. In all circumstances the rationale will be recorded and kept under review.

Attraction and retention premia will be subject to statutory deductions and periodic review and withdrawal if the circumstances which led to the approval of the market supplement change.

9. Honoraria

An honorarium payment may be made for exceptional or special work undertaken on a short term basis. The amount paid will be determined through applying a calculation based on an individual's current salary and the type of exceptional work undertaken.

Please refer to the University's Market Pay policy to find out when market supplements may if there is a material risk of a post becoming vacant due to a below market rate of pay.

10. Acting up allowances

There may, from time to time, be staff absences or other situations that result in the need for employees to take on extra responsibilities at a managerial/supervisory level. On these occasions, employees may be asked to act as a deputy and will be rewarded for doing so.

When deputising, employees will receive an additional payment to be decided by their line manager and the Director of HR on a case by case basis, taking into account factors such as experience level, the amount of extra work involved and the seniority of the position being covered.

Employees "Acting up" for a period of six months or more will be entitled to the same terms and conditions (i.e. holiday allowances) as the permanent post holder.

The details of the responsibilities that are expected when deputising will be set out in writing at the time.

If there is a pay review during the period of deputising, both current and increased salaries will be reviewed. On reverting to the previous role, the revised salary will be paid.

11. Additional hours

Where an individual's contract includes payment for additional hours worked in excess of 37 this shall be paid in accordance with the Additional Hours Policy and Procedure. Where appropriate lieu time arrangements will apply.

12. Annual Reward and Recognition Review

In order to ensure that the principles of the policy are achieved and applied equitably to applications from all sections of the University, all applications for the following will be considered by a panel set up for this purpose.

- Contribution pay
- Accelerated progression
- Academic sabbatical requests

12.1 Arrangements for the consideration of applications

Applications should be made to the Director of Human Resources by the 31st of January each year to enable time for the panel to consider the applications.

Human Resources will arrange for a panel to be convened to consider applications. Panel meetings will normally be held annually. The Panel will comprise the following members:

- The Vice Chancellor or Deputy Vice Chancellor
- The Chief Finance and Operations
- The Director of Human Resources
- A member of the Senior Management Group (SMG) who shall not be the person who has endorsed the application under consideration
- An elected member of staff (who shall not be the applicant's line manager). The arrangements for the election of the staff member will be made through the Staff Council. In the case of applications by academic staff the panel member will be elected from and by academic staff. In the case of other members of staff, the panel member will be elected from and by support staff.

12.2 Assessment of Contribution - Contribution Pay and Accelerated Progression

The panel will consider whether the application meets the aims of the scheme by demonstrating clear evidence of exceptional achievement (i.e. exceeding normal expectations for the role) which is demonstrably linked to at least one of the University's strategic objectives.

The following principles will be adopted when an assessment of contribution is made:

- (i) the award of contribution pay is not automatic - i.e. it is not based on length of service;
- (ii) contribution pay is used to reward the skills and behaviours evidenced in outputs and achievements that most closely reflect institutional values and aspirations;
- (iii) the award of contribution pay is distinct from promotion, re-grading or the award of allowances for additional responsibility;
- (iv) the award of contribution pay is dependent on exceeding that which is normally expected in the role – i.e. it will be awarded only where there is sustained evidence of exceptional contribution;
- (v) the process for awarding contribution pay and accelerated progression is separate from the staff performance review and all staff are eligible to make an application regardless of the outcome of their performance review.

Below are listed some examples that may assist an application. The list is not indicative and may be extended over time as our practice develops:

- particular success, effectiveness and merit in research;
- particular success, effectiveness and merit in teaching and learning;
- the successful development and implementation of new practices and procedures;
- the provision of exceptionally high standard of service, with demonstrable impact on the service provided and/or the reputation of the University;
- outstanding contribution to the wider University community;
- management of resources to the extent that a significant and sustainable reduction in cost and/or increase in income is achieved;
- collaborative relationship building with external bodies which results in demonstrable impact on the service and reputation of the University.

12.3 Procedure for Application – Contribution Points and Accelerated Progression

- Step 1: Staff who wish to make an application for contribution pay/accelerated progression must complete the appropriate application form. Copies of the form for academic and support staff are appended to this document at Annex 1.
- Step 2: The application should be endorsed by the line manager. They should add a statement of not more than 1000 words in support of this decision.
- Step 3: The completed application form should be sent to the Director of Human Resources with any supporting evidence. A copy of the two most recent performance reviews must be attached to the application. Human Resources will acknowledge receipt of the application, and confirm the date of the Annual Reward and Recognition Review.
- Step 4: The application is passed to panel members who convene to consider the evidence and make a recommendation to VCEG on the outcome. A summary report of their conclusions is prepared by the chair for the applicant.

The panel may invite the applicant to attend to present their case and to answer questions from members of the panel. The panel may also call such other persons as it sees fit to give evidence and request further documentary evidence to be provided.

The panel will reach a decision on each application in private. Where the panel is unable to reach a unanimous agreement, the decision will be made on the basis of a simple majority.

Step 5: Human Resources will advise the applicant in writing of the decision normally within five working days of it being agreed by VCEG.

The Chair of the Panel will prepare a short report setting out the reasons for its decision, which will be used to provide feedback to the applicant. In the case of successful applications, the report will be published internally with the permission of the applicant so as to ensure that the exceptional achievement receives wider recognition within the University.

Step 6: The applicant has the right of appeal to a separately convened panel by putting the grounds for the appeal in writing to the Director of Human Resources within 5 working days of receiving the decision.

The Appeal Hearing will take place as soon as possible after an appeal is received. Applicants will be invited to present their case to a panel comprising of the Vice Chancellor and the Director of Human Resources.

The decision of the appeals panel is final.

Step 7: Following a successful application under the scheme, the first contribution point will be awarded. Applicants will be able to progress through the remaining contribution points unless there is evidence that the contribution is not being sustained in which case capability procedures may be triggered.

In the case of a successful application for accelerated progression an additional increment will be paid to those members of staff below the top of the grade. The increment will be consolidated unless there is evidence that the exceptional performance is not being sustained in which case capability procedures may be triggered.



ANNEX 1

CONFIDENTIAL

APPLICATION FOR THE AWARD OF DISCRETIONARY INCREMENT/ACCELERATED PROGRESSION

NAME OF APPLICANT

PART 1: Application

I wish to apply for the payment of contribution points/accelerated progression through the grade.

Applicant's statement

Please provide a thorough explanation as to why you believe you should receive contribution points or accelerated progression. The panel will be looking for evidence of an exceptional and sustained performance in at least one area of your role and normally an excellent profile in all other areas.

Your statement should include detail of how you hope to sustain the level of contribution you are currently making.

Please refer to evidence to support your case wherever possible.

Supporting Evidence

I have attached the following papers in support of this application: -

Applicant's signature: _____ Date: _____

PART 2: Endorsement by the relevant line manager

Please provide a detailed account of why you endorse this application: