

## **Pay Progression Points for Staff on Senior Management Contracts**

### **Background**

1. Under current arrangements, Senior Managers are paid a 'spot point' salary linked to a point on the locally determined Management Pay Spine. The positioning of Senior Management posts on the Management Pay Spine is reviewed periodically taking into account salary survey data for comparable posts drawn from the annual remuneration survey for Senior Staff in H E Is conducted by UCEA. Salaries are therefore determined by reference to comparability data and there is no provision for progression based on individual contribution or experience.
2. The scheme set out below introduces an opportunity for Senior Managers to progress from their assigned point on the Management Pay Spine by up to three incremental steps, based on an assessment of individual contribution.

### **Principles and Criteria**

3. Progression points are intended to encourage and reward a sustained high level of contribution to the work of the University. Senior Managers will qualify for the award of a progression point where their contribution, on a sustained basis, demonstrates a high level of outcome and competence, leading to the substantial achievement of objectives set through the annual staff appraisal process, especially but not exclusively in the areas of project management, collaboration with internal and external partners, research and enterprise activity, curriculum development, corporate policy, student recruitment and achievement and improvements to business processes. Some examples of sustained high level contribution in each of these areas are attached at Appendix A.
4. Eligibility for progression points will extend to all staff below VCG level on a University Senior Management contract.
5. Progression points will be linked to the Management Pay Spine. Each Senior Management post will continue to be assigned to a particular point on the spine. The next three points on the spine above this will constitute the progression points for the post in question.
6. No Senior Manager may receive more than one progression point in any single year. The maximum number of progression points which may be awarded to any individual Senior Manager will be three.
7. Awards of the second and third progression points will normally take place only after two successive years of successful achievement against staff appraisal objectives.

8. Progression points may be withdrawn if the overall performance of a Senior Manager demonstrates significant shortcomings in two successive years. In any such cases the Senior Manager concerned will be formally notified of the significant shortcomings following the annual staff appraisal process.
9. Progression points will be treated as pensionable remuneration.

### **Procedure**

10. The procedure for awarding progression points will be integrated with the staff appraisal process. Line managers will undertake staff appraisals of all Senior Managers in January/February of each year. Objectives linked to the outcomes of the corporate planning process will be set for the year ahead and performance against the previous year's objectives reviewed. Line managers will make submissions to the Vice-Chancellor's Group in March following the completion of the staff appraisal round. Submissions will take the form of a brief one page nomination setting out the case for an award based on sustained performance over a period of time and referring specifically to achievements measured against the previous year's objectives. Proposals for the award of second and third progression points should refer to the previous two years (see paragraph 8).
11. The process will be primarily management led and linked to staff appraisals, but within that framework Senior Managers will be free to explore their opportunities for progression and to submit a self nomination.
12. All nominations will be considered by a Central Awarding Panel consisting of VCG and serviced by the Human Resources Office. Where a member of the Central Awarding Panel has made a nomination they will abstain from the final decision on that nomination.
13. Where the Central Awarding Panel decide not to accept a nomination, the Senior Manager concerned will be given feedback on the Panel's view of the merits of the nomination by their line manager.
14. Progression awards will be operative from 1<sup>st</sup> January in the year in which they are awarded.

### **Review**

15. The operation of Senior Manager Progression Awards will be kept under review by the Human Resources Office for equality monitoring purposes. Summary data indicating the number of awards and their distribution by gender/ethnicity and area of VCG responsibility will be analysed as part of the process of review.

**Examples of Sustained High Level Contribution Which Could Qualify for the Award of Pay Progression Points to Senior Managers**

**Project Management**

- Direction of or heavy engagement in a strategically significant project with key milestones or outcomes successfully achieved.
- The main competencies which will have been demonstrated to a high level include team leadership, liaison and networking, planning and organising resources, initiative and problem solving and decision making.

**Collaboration**

- Development of partnerships, either internally or externally, to achieve important corporate objectives. This may include the planning and delivery of academic programmes across interdisciplinary boundaries or with other institutions or it may have involved the development of new business processes which cross organisational boundaries within the University.
- The main competencies which will have been demonstrated to a high level include the ability to forge successful relationships with partners, including the negotiation and agreement of appropriate joint working arrangements.

**Research and Enterprise**

- Direction and co-ordination of School or University research and enterprise activities to achieve targets for increased outputs in terms of overall levels of staff research and enterprise activity as measured by publications, PhD completions, research and consultancy, income generated and industry links established.
- The achievement of personal research targets may also be taken into account.

**Curriculum Development**

- The development and successful implementation of innovative academic programmes which enhance the University's academic portfolio in ways consistent with the corporate plan.
- Leadership and development within the School of innovative methods of learning and teaching with substantial take up across the entire range of the School's academic staff.

**Policy Development and Other Strategic Initiatives**

- Successful development and implementation of corporate policy across the various areas of academic and support activities.
- Significant individual contribution to a major strategic initiative or development, with impact across the University as a whole.

### **Student Recruitment and Achievement**

- Achievement of School student recruitment targets and targets for student progression and awards, including achievement of target rates for student retention in each year and success rates in final examinations.

### **Improvements to Business Processes**

- Leadership or substantial personal involvement in a major change to the University's business processes, with key milestones or successful outcome achieved. This may well come under the leading of Project Management or Collaboration (see above) but may equally be the result of significant changes effected within a single School or Office designed to improve cost efficiency and value for money.