Pay Progression Scheme for Staff on Senior Management Contracts

Background

1. Under current arrangements, Senior Managers are paid 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 Higher Education (conducted by UCEA). Salaries are therefore determined by reference to comparability data. The scheme set out below provides an opportunity for Senior Managers to progress from their assigned point on the Management Pay Spine.

Principles and Criteria

2. 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(s) where their contribution, on a sustained basis, is evidenced by outcomes over and above the expectations for their role. Some examples of sustained high-level contribution in each of these areas are attached at Appendix A.

3. Eligibility for progression points will extend to all senior staff below *Vice-Chancellor's Group (VCG) level on a University Senior Management contract. The pay for Vice-Chancellor, Pro Vice-Chancellors, Deputy Vice-Chancellors, Chief Financial Officer, University Secretary and Chief Operating Officer will be determined by REMCO in accordance with the senior staff remuneration framework.

4. The scheme allows for Senior Managers to progress from their assigned point on the Management Pay Spine based on an assessment of individual contribution. It is anticipated that the normal award would be one increment and only in exceptional circumstances where an individual has demonstrated highly significant contribution would further additional increments be agreed.

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.

6. To qualify to apply for a senior management pay award, applicants must have successfully completed 12 months service and passed their probation.

7. Progression points may be withdrawn if the overall performance of a Senior Manager demonstrates significant shortcomings in two successive years.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.

8. Progression points will be treated as pensionable remuneration.

Procedure

9. The procedure for awarding progression points will be integrated with the staff appraisal process. Line managers will undertake staff appraisals of all Senior Managers by September 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.

10. Line managers will make submissions to the People Directorate in September following the completion of the staff appraisal round. Submissions will take the form of a completed application form and a brief one-page nomination from the line manager, 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.

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. However, any such self-nomination would still require line manager factual approval for it to be considered.

12. All nominations will be considered by a Panel consisting of the Vice Chancellor, Deputy Vice Chancellor (Research and Enterprise), Deputy Vice Chancellor, the Chief Operating Officer and the Executive Director of People.

13. Where an individual's application is not successful, the Senior Manager concerned will be given feedback on the Panel's view of the merits of the nomination by their line manager. The decision of the panel is final, and applications cannot be resubmitted until the next cycle.

14. Progression awards will be operative from 1st September in the year in which they are awarded.

Review

15. This scheme is non contractual and the operation of the scheme will be kept under review by the People Directorate for equality monitoring purposes. Summary data indicating the number of awards and their distribution by gender/ethnicity and area of responsibility will be analysed as part of the process of review.

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June 2023

Appendix A

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 leading to a significant outcome for the university.

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 with demonstrable improvements in processes or costs achieved.

Research and Enterprise

- Direction and co-ordination of Faculty 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 exceeding expectations may also be taken into account.

Teaching and Learning Innovation

- Management of the academic portfolio to improve the student experience or to establish financial viability in ways consistent with the corporate plan.
- Leadership and development within the Faculty of innovative methods of learning and teaching with substantial take up across the entire range of the Faculty's academic staff and significant gains in terms of the student experience.

- Significant development in teaching and learning for example achievement of higher FHEA accreditation.

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 Faculty student recruitment targets and targets for student progression and awards. For example, this may be business development of a substantial new source of student recruitment.

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 Faculty or Directorate designed to improve cost efficiency and value for money.