

Pay Progression within Grades and Contribution Related Pay

1 Introduction

The aim of this policy and process is to provide coherent and practical approaches to pay progression within grades and for contribution related pay in order to reward individual and team contribution, and to ensure transparency, fairness and equality to all staff.

Bangor University wishes to recognise and reward all individuals and groups of staff who make an exceptional (sustained or one-off) contribution that furthers the aims and objectives of the University, College, School or Departmental, or meets an exceptional shorter-term operational challenge.

This policy applies to all staff covered by the University Framework Agreement, and the general principles will apply to professorial grades and equivalent.

2 Equal Opportunities

Procedures for pay progression and the consideration of contribution related payments are intended to be fair, transparent and consistent with the University's Equal Opportunity Policies.

Against this background, all members of staff will be treated fairly and equitably and decisions taken will be based solely on assessment of individual/team performance, ability and the needs of the University, irrespective of employment or contractual status and personal circumstances i.e. part time, fixed term, career break etc. Furthermore, the University's Equality and Diversity Task Group will monitor the outcome of pay progression, applications for contribution related pay, and reviews trends and statistics in order to ensure that the criteria against which decisions are taken, remain objectively justifiable and lawful in accordance with equal opportunities and discrimination legislation.

3 Principles

The procedure adheres to the following principles:

- All staff should be rewarded fairly according to their contribution, including the application of new skills and of expertise developed over time in the job.

- With the agreement of the applicant the section of the Performance Development Review 'achievements of agreed targets and objectives', will be used to inform the Contribution Related Pay process
- Assessment of contribution should be clearly related to: the relevant and appropriate University, College, School or Department objectives, recognise achievements and reward competencies and activities likely to contribute to the future success of the University
- Managers should ensure that they annually review the contributions of all their staff, in order to bring forward all cases that meet the criteria for reward
- Criteria for assessing contribution should be applied fairly and consistently and account taken of the reasonable expectations of the post and post holder
- Judgments should be demonstrably based on objective evidence and, where appropriate, recognise team work and good citizenship.

4. Scope

This policy applies to all staff covered by the University Framework Agreement, although the general principles will apply to professorial grades and equivalent.

To ensure consistency and maximum opportunity for staff to be recognised, the award of contribution/discretionary increments and one-off payments will be considered by the Remuneration Sub-Committee.

5. Definitions

5.1 Pay Progression within grades will depend in part on an individual's length of service, reflecting the growing experience and skill, in the grade and part on an assessment of their contribution. There would be a general expectation of annual progression up to the contribution threshold for the grade, subject to established procedures dealing with performance problems. Individuals are normally appointed to the minimum point of the scale but may be appointed to a higher point if they have relevant skills and experience.

5.2 Additional increments, are awarded in the normal pay range or in the contribution range and will be used to recognise an individual's **sustained excellent contribution** over and above the normal expectation for the role, in the context of expected continuation at that level.

5.3 One-off payments will be used to recognise an individual or team's **single exceptional contribution**, over and above the normal expectation for the role, in the context of a one-off task or project that is finite by nature.

6. Application Criteria and Contribution Payment Types

Applications, which can be either self application or by management recommendation, must demonstrate that the member of staff has exceeded the normal contribution required as described in the overall job description for the grade or the relevant role profile. Applications should demonstrate how the contribution relates to quality improvement and/or, innovation and/or productivity, which supports the achievement of the strategic/local objectives.

Where sustained contribution at an exceptional level has led to development of the job e.g. the on-going job now fits better with a higher grade profile, an application for re-grading or promotion should be made.

6.1 Sustained Excellence Contribution Payment

The staff member's excellent contribution should have been over the period of not less than twelve months, with evidence of continuous working at that level. The evidence may include, but is not limited to:

- Attainment of agreed longer-term objectives, identified in the Performance Development Review, to a consistently exceptional standard that have positively impacted on the University, College, School or the Department;
- The provision of an exceptionally high standard of service, with demonstrable impact on the service provided, and/or the reputation of the University, College, School or Department;
- Exceptional achievements that have demonstrably resulted in an enhanced level of contribution within the existing grade;
- Taking on significant additional responsibility on an ongoing basis, but where the level of responsibility falls within their current grade.

For a member of staff who has not reached the top of his/her incremental scale, one additional increment will normally be awarded. For a member of staff who is at the top of his/her incremental scale or who is already on a contribution point (but not the maximum contribution point), advancement up one contribution point will normally be awarded. In exceptional cases, advancement by more than one point can be awarded.

There should be a clear demonstration that the individual has increased his/her contribution to the University's, College's, School's or Department's objectives on an ongoing basis. The level of contribution then becomes the normal expectation for that member of staff. Therefore, the same evidence will not attract additional recurrent or lump-sum, one-off payments.

A member of staff on the maximum contribution point is ineligible for further consideration for an additional increment on that grade. However, where there is evidence of contribution that would otherwise be rewarded with additional increments, the manager and member of staff should actively explore options for career progression. These may include, for example, applying for promotion, applying for a post at a higher grade, considering whether the post could be re-graded, or secondment to another post or work area to gain further knowledge, skills and experience to support career development.

Accelerated scale increments are normally effective from 1 January each year. These payments may be effective from some other appropriate date at the discretion of the Chair of the Remuneration Sub-Committee.

6.2 Single Exceptional Contribution (One-Off Payment)

The staff member or team's exceptional contribution will normally relate to a one-off project or task that is finite in nature. The evidence may include, but is not limited to:

- Contributing to the effective handling of an exceptional event showing an exceptional commitment beyond that required of staff;
- Successfully tackling an unplanned or unexpected task or incident of complexity;
- Demonstrating exceptional flexibility which contributed directly to the achievement of University, College, School or Department objectives. (This should not be interpreted as working additional hours);
- Contributing ideas which led to greater efficiency, improved quality, cost saving etc, and which contributed to the achievement of University, College, School or Departmental objectives;
- Completing a significant task or project ahead of schedule, coupled with resultant savings in resources (financial and/or employee);
- Achieving particularly challenging goals or objectives e.g. overcoming significant obstacles to ensure deadlines were met.
- Where there is clear evidence of joint and combined achievement by a team, all relevant team members can be nominated through their line manager. The case should detail the nature, the complexity and the duration of the project, task or event and the exceptional contribution attributed by each team member.

The award for a single exceptional contribution will be a one-off, non-pensionable payment. It is not normally appropriate for applications for single exceptional contributions rewards to be received for the same or very similar reasons in consecutive years for the same member of staff. This would normally indicate that the case no longer meets the criteria for an award designed to recognise single exceptional contribution, but matches the criteria for sustained excellence.

The Remuneration Sub-Committees are able to transfer such cases for consideration for a sustained excellence award.

6.3 Consolidation of Single Exceptional Contribution Rewards.

In the exceptional event of a lump-sum payment being awarded in three consecutive years, consideration will be given by the Remuneration Sub-Committee to the award of a sustained excellence award in place of the third lump sum.

7. Application Process

Applications for a contribution payment will normally be made by an appropriate line manager, having reviewed the contributions of all the staff reporting to him/her, normally via the Performance Development Review Process. Where a self-nominated case is submitted by the member of staff, the manager will be required to verify the factual accuracy of the submission.

Applications will normally be forwarded by the appropriate line manager to his/her Dean of College/Head of Department, on the Contribution Payment Form. Each case will be considered by the Dean of College/Head of Department, who will decide if it is appropriate to make a recommendation to reward to the Remuneration Sub-Committee. The Sub-Committee will consider all applications and make a decision on each case, having due regard to the overall budget provision.

All decisions, including the rationale for the decisions, will be recorded for the purposes of feedback to applicants and monitoring of the procedure. The Human Resources Department will communicate the outcome to all applicants via the relevant Dean of College/Head of Department.

Where an application has been unsuccessful, or in the case of a member of staff who has been awarded a different type of payment than had been applied for, feedback about the decision should be given.

8. Remuneration Sub-Committee

The terms of reference for the Remuneration Sub-Committee will be amended to take into account their responsibilities and authority in relation to this policy.

9. Fast Track Applications.

In circumstances which are deemed to be wholly exceptional and unforeseeable, applications may be submitted to the Remuneration Sub-Committee outside of

the normal timetable. In such cases, the standard procedure will be followed, however, in the event that time does not permit, or circumstances dictate otherwise, an electronic consultation exercise will take place in accordance with an appropriate timescale.

10. Monitoring

Data on Contribution Related Pay will be compiled and reviewed annually by the HR department for equal opportunities monitoring purposes. Supplements will also be included in any equal pay audits that the University undertakes.

Information compiled for monitoring purposes will be shared annually with the recognised campus unions and consultation will take place to enable the effectiveness of this policy to be reviewed. A full report will be presented each year to the HR Task Group.

11. Timetable

Deadline for submission of applications to HR will be published on the University web-site. This will normally be on an annual basis.

12. Confidentiality

Due to the requirements under the Data Protection Act 1998, whilst it is the policy of the University to keep the information provided confidential to the Remuneration Sub-Committee and the individual staff members concerned, it should be noted that applicants may be able to challenge this policy and force disclosure of all information provided.

13. Records Management

Applications from each round of contribution payment will be held in the member of staff's personal file along with the letters of outcomes sent.