



IMPLEMENTATION OF THE FRAMEWORK AGREEMENT

Introduction

1. This agreement sets out the main details of the arrangements for putting in place the new pay and grading framework at SGUL. It shows the new pay scales and gives details of how members of staff will be assimilated to them.

Background to the Framework

2. In 2003, the Universities and Colleges Employers Association (UCEA) in partnership with the nationally recognized trade unions concluded a Framework Agreement for the modernization of pay and grading arrangements in Universities. St George's has been working towards implementation of the National Framework Agreement in partnership with the recognised trade unions and elected staff representatives to develop new arrangements that offer:-
3. The basis for the achievement of equal pay for work of equal value;
4. The scope to work within a national pay framework that is agreed by all the trades unions, with the consequent benefits for working conditions through harmonisation initiatives.
5. SGUL, the AUT, Amicus, Unison and elected staff representatives involved in the implementation of the Framework acknowledge:
 - the vital contribution which staff at all levels make to the continuing success of SGUL and the need for them to be rewarded properly;
 - the need to modernise pay arrangements to:
 - ensure equal pay for work of equal value,
 - promote and implement good practice,
 - ensure fairness and consistency of approach and application,
 - ensure transparency in reward processes,
 - improve recruitment and retention,
 - ensure SGUL's ability to compete in the market,
 - recognise and reward individual contribution.
6. SGUL has been committed to working closely with the local trade unions and elected staff representatives to implement new pay and grading arrangements which are fair, equitable, transparent and robust.
7. SGUL recognises the importance of the Memorandum of Understanding concluded between UCEA and the AUT, and has ensured that its provisions are incorporated into the agreed plans.

Role Analysis

8. SGUL in partnership with local trade unions and elected staff representatives has conducted a comprehensive role analysis exercise in the period from December 2004 to August 2005, using the Higher Education Role Analysis system (HERA) as the institution wide job evaluation system, a pre-requisite of the Framework Agreement. Role Analysis has been undertaken of all roles covered by the Framework Agreement. This excludes staff currently on NHS scales, including clinical and nursing staff, the pay and grading structures for these groups being determined by reference to NHS processes. Staff in the Professorial and ALC6 grades are also excluded; they do not form part of the Framework Agreement and pay and conditions of service for this group are determined locally.
9. The National Library of Academic Role Profiles was used to inform role analysis of academic roles. SGUL will be contributing locally agreed role profiles to the National Library for senior administrative, library and computing staff.

Date of implementation

10. The agreed implementation date at St George's is 1 August 2005. In the event that assimilation of posts to the new pay spine and grading structure is deferred until after that date, appropriate backdating provisions will be put in place.

Grading Structure

11. SGUL is introducing a fair and transparent pay and grading structure that will apply to current and future staff. The structure will contain the following main features:
 - It will be based on the national 51 point salary spine [extended to 52 points](#)
 - There will be 8 grades covering the salary points on the [extended](#) national pay spine
 - There will be no overlap of the normal increments between grades
 - Discretionary contribution increments will be available above the normal maximum of each grade.
12. Details of the new grading structure are shown in Appendix 1.
13. Progression within and between grades will be in accordance with the provisions of the Framework Agreement and SGUL's commitment to equal pay for work of equal value.
14. The additional contribution of staff based on increased experience will be rewarded on the basis of length of service through normal progression to the maximum of the grade through annual increments.

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Assimilation of current staff to the new pay structure

15. The role profiles produced as part of the role analysis exercise will be used to assign members of staff to the new grades related to the single national pay spine. Many posts will be covered by Benchmark Role Profiles, which have been developed and to which members of staff have been or will be assigned through agreed processes of consultation and validation. Unique role profiles have been developed for those roles which differ significantly from the benchmark roles.
16. Members of staff in the existing grade structure will be transferred to the corresponding grade in the new structure as set out in appendix 2. Special arrangements are described for those present scales that extend across the grade boundaries on the new system.

17. Following the wide ranging process of role analysis, HERA scores have been assigned to the new grades. Where the score of a role profile (benchmark or unique) fits within the range of scores assigned to the new grade, members of staff will be assigned to that grade. This will be the position for the majority of staff.
18. Where the score of an individual's role profile falls below the range assigned to the new grade to which it has been matched, the member of staff will be transferred to the new grade on a protected basis for 4 years. During that time, the following approaches will be used to achieve a resolution of the position.
 - Through the processes of annual Personal Development Review, and ongoing reviews of organisation and management structures, every effort will be made to develop the role to a sufficient extent to raise its HERA score to an appropriate level for the grade.
 - Again through the processes of annual review and personal development, an individual will be developed to such an extent that he or she is able to compete effectively for a post at a higher grade.
 - In some staff categories, grade drift has occurred for reasons of recruitment and retention. This will be evident where a high proportion of posts in a particular staff group do not match across to the comparable grade in the new structure. The Employment Committee will consider proposals from the Personnel Office, developed in conjunction with the trade unions and elected staff representatives, for the formal assignment of market pay supplements to roles, taking into account market factors (see Appendix 3, Market Pay Policy). It is envisaged that new appointments to roles where such market factors have been identified will be at an appropriate grade set by reference to the HERA score for the role with a cash allowance for market pay. Existing members of staff in such roles will continue in the grade to which they have been assigned under the terms of their existing contracts of appointment based on current salary and scale maximum; this will constitute the payment of a market pay supplement to members of staff on an individual basis.
19. Members of staff transferred to a new grade on a protected basis for a period of up to 4 years will continue to receive cost of living increases and, where applicable, incremental increases. Following the period of 4 years, if the HERA score for a role is still less than the appropriate score for the grade, and the role has not been determined to be eligible for a recruitment and retention allowance, the member of staff will be transferred to the maximum point of the appropriate grade for the role.
20. SGUL, in discussion with the relevant trade union, reserves the right to increase the protection period in exceptional circumstances, for example, where a member of staff is within 2 years of retirement.
21. Where the score of an individual's role profile lies above the range assigned to the new grade to which it has been matched, the member of staff will be eligible for promotion. Following a check that the role has been properly described and verified, the member of staff will be appointed to the minimum of the appropriate grade for the post as determined by the HERA score of the role.

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Staff Review and Development

22. SGUL recognizes that access to appropriate training and development opportunities for all staff is important both for staff motivation and to enhance their contribution. It will ensure that suitable training and development opportunities are available to all staff irrespective of their present grades.
23. The present arrangements for Personal Development Review (PDR) are put in place to enable staff to develop their skills in accordance with the requirements for roles at higher grades.
24. SGUL recognizes the value of trained and experienced staff and the value of offering development to those with potential, and will encourage opportunities for development and movement to different roles.

Progression within grades

25. Annual incremental progression will continue to the normal non-discretionary maximum for the grade in accordance with the Memorandum of Understanding and the 'no detriment' principle for all existing staff. Annual increments, where granted, will normally take effect on 1 October each year.
26. Additional scale increments will continue to be awarded through SGUL's merit increments processes.

Progression between grades (promotion)

27. The continuing development of all roles is central to this Agreement. Linked to this arrangements will continue for the review of roles to determine if they have developed or changed and if promotion is appropriate. The arrangements for academic and support staff promotion will be reviewed in the light of the new grading arrangements, but the underlying principles of their operation are likely to continue unchanged. Promotion will be on the basis of an increased level of competency exercised in the role. This will be reflected in a raised job evaluation score based on analysis of the impact of changes in duties and responsibilities. Such an analysis would normally be prompted by a significant change in responsibilities.

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28. The details shown by HERA role profiles provide the basis for clear guidelines for role and personal development. Appendix 4 provides examples of activities which may contribute to the development of clerical and secretarial roles and of technical roles.

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Harmonisation of terms and conditions of service other than salary

29. Alongside the new salary arrangements, harmonisation of terms and conditions of service will take place to ensure that members of staff on the same grade have, as far as is possible, the same terms and conditions of service. The main areas for harmonisation are set out below.
30. Hours of work. Members of staff in the new grades 1 – 4 will have a standard working week of 35 hours. Staff in grades 5 – 8 will have a notional working week of 35 hours. All members of staff will be expected to work in a sufficiently flexible way to meet the needs of their roles.
31. Overtime for staff in grades 1 – 4 will be limited to rostered overtime in key service areas, emergency and limited weekend cover for which overtime payments will be made or time-off-in-lieu will be given. Members of staff in these grades will be expected to work flexibly to provide cover for sickness, annual leave and periods of high work load. In circumstances where additional hours are being worked on a temporary basis at the specific request of the line manager to meet exceptional

circumstances, staff will be recompensed in the form of overtime payment or time-off-in-lieu for the additional hours worked . No overtime payments will be made to staff in grade 5 and above.

30. Annual leave for members of staff in **grades 1 – 4** will be:

- 27 days per annum for staff with less than 10 years of service
- 32 days per annum for staff with ten or more years of service

Annual leave for members of staff in **grade 5 and above** will be 32 days per annum.

Members of staff in all grades will also continue to be granted 3 days of annual leave each year when SGUL is closed, normally between the Christmas and New Year holidays.

The increase in annual leave for members of staff on grades 1 - 4 is granted on the understanding that except in particular defined areas of operation, cover for the additional absence on annual leave will be provided through increased flexibility in working groups. In general, there will be no increase in paid overtime or time off in lieu for the additional hours worked to provide such cover.

Changes in annual leave entitlement will take effect from the leave year starting on 1 April 2006.

31. Pension schemes. Members of staff in grades 1-4 will be entitled to membership of the Superannuation Arrangements for the University London scheme (SAUL). Existing and new members of staff in grades 5 and above will have the option of remaining in or joining SAUL if they so wish or joining the Universities Superannuation Scheme (USS).
32. Notice periods will be 3 months for the majority of staff in the clerical, technical and academic and related groups. For grades 1-4, the notice period will be set at six weeks, with an expectation that up to two weeks' annual leave may be taken during this time. Flexibility will also be exercised in agreeing leaving dates with line managers and the Personnel Office, when it is possible, without detriment to the work of the group to meet the needs of staff members, particularly in the lower grades.
33. Grievance and Disciplinary procedures. The present arrangements will be subject to review with the aim of simplification and harmonisation as part of the process of reviewing the existing statutory provisions for members of the academic and related staff.

Conclusions

34. SGUL together with the local trade unions and elected staff representatives believe that this agreement is fair, positive and forward looking, and meets the provisions of the Framework agreement and the Memorandum of Understanding. It will benefit all staff in a number of ways:
- through more transparent and robust reward structures;
 - through increased salaries at the time of assimilation to the new spine;
 - through improved opportunities for progression to reward contribution and role development.

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March 2006

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Signed on behalf of SGUL by

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Date

Signed on behalf of the AUT by

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Signed on behalf of AMICUS by

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Signed on behalf of UNISON by

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Signed on behalf of the Clerical
and Secretarial Staff

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Date

APPENDIX 1 ST GEORGE'S SALARY SPINE AND GRADING STRUCTURE

Spine Point	National Pay Spine		SGUL	v1
	1.8.04	1.8.05		
1	£10,560	£11,060		1 <170
2	£10,877	£11,377		
3	£11,203	£11,703		
4	£11,539	£11,989		
5	£11,885	£12,335		
6	£12,242	£12,962	2 171-210	
7	£12,609	£13,009		
8	£12,987	£13,387		
9	£13,377	£13,778		
10	£13,778	£14,191		
11	£14,192	£14,618		3 211-260
12	£14,618	£15,057		
13	£15,056	£15,508		4 261-320
14	£15,508	£15,973		
15	£15,973	£16,452		
16	£16,452	£16,946		
17	£16,946	£17,454		
18	£17,454	£17,978		5 321-420
19	£17,978	£18,517		
20	£18,537	£19,093		
21	£19,073	£19,645		
22	£19,645	£20,234		
23	£20,235	£20,842		6 421-470
24	£20,842	£21,467		
25	£21,467	£22,111		
26	£22,111	£22,774		
27	£22,774	£23,457		
28	£23,457	£24,161		
29	£24,161	£24,886		
30	£24,886	# £25,633		7 471-570
31	£25,633	£26,402		
32	£26,401	£27,193		
33	£27,194	£28,010		
34	£28,009	£28,849		
35	£28,850	£29,716		8 >571
36	£29,715	£30,606		
37	£30,607	£31,525		
38	£31,544	£32,490		
39	£32,471	£33,445		
40	£33,445	£34,448		
41	£34,448	£35,481		
42	£35,482	£36,546		
43	£36,546	£37,642		
44	£37,643	£38,772		
45	£38,772	£39,935		
46	£39,935	£41,133		
47	£41,133	£42,367		
48	£42,367	£43,638		
49	£43,638	£44,947		
50	£44,947	£46,295		
51	£46,296	£47,685		
52	£47,685	£49,116		

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#- Minimum level for staff holding a PhD appointed to research roles.

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APPENDIX 2 ASSIMILATION TO NEW SCALES

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General notes

1. This appendix sets out transitional arrangements for the assimilation of existing staff to the new scales.
2. Members of staff will be assigned to the nearest point on the new salary spine above their existing salary in the appropriate grade set out below.
3. Members of staff will progress by annual increments to the maximum non-discretionary point of the new scale through annual increments on the normal incremental date (1 October).
4. Members of staff assimilated to discretionary points in the new structure will have the opportunity to progress to further discretionary points (where they exist) through the processes of the Merit Increments Scheme.
5. The incremental progression for existing members of staff on certain grades detailed below has been adjusted to take account of the provisions of the Memorandum of Understanding agreed nationally between UCEA and the AUT.
6. Current members of staff who enter into new appointments on a different grade or who are promoted to a higher grade after 1 August 2005 will be appointed to the SGUL scales as if they were new members of staff.
7. Members of staff may be granted a market pay supplement under the provisions of paragraph 18. Such allowances awarded to members of staff in post when the agreement is signed will not be subject to the 2 year review set out in the Market Pay Policy, Appendix 3.

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New SGUL grade	Current grade	Assimilation arrangements for <u>current members of staff only</u>
1	Trainee Technician (T-T) Technician Grade A (T-A) Clerical and Secretarial Grade 1 (CRA1) Manual 1 – 4 (M1 – M4)	<p><u>T-T</u>. Automatic progression from spine point (SP) 1 to SP 7 missing out SP 2, 3, 5 and 6.</p> <p><u>T-A</u>. The final discretionary point (DP) of T-A lies above the last DP of SGUL1. Staff now on T-A will be eligible to progress to spine point 8 through discretionary increments (DI's).</p>
2	T-B CRA2	<p><u>CRA2</u>. The final 2 DP's of CRA2 lie above the last DP of SGUL2. Staff now on CRA2 will be eligible to progress to spine point 14 through DI's.</p>
3	T-C CRA3	<p><u>CRA3</u>. The final DP of CRA3 lies above the last DP of SGUL3. Staff now on CRA3 will be eligible to progress to spine point 18 through DI's.</p>
4	T-D CRA4 CRA5	<p><u>T-D</u>. The final DP of T-D lies above the last DP of SGUL4. Staff now on T-D will be eligible to progress to spine point 25 through DI's.</p> <p><u>CRA5</u>. The final 3 points and the DP of CRA5 lie above the last DP of SGUL4. Staff now on CRA5 will be eligible to progress to spine point 27 through normal annual increments, missing out SP26, and to SP 28 through DI's.</p>
5	T-E T-F CRA6 Research Grade 1B (R1B) R1A Administrative, Library and Computing staff Grade 1 (ALC1) Other academic related staff Grade 1 (OR1) ALC2 OR2	<p><u>CRA6</u>. The final DP of CRA6 lies above the last DP of SGUL5. Staff now on CRA6 will be eligible to progress to spine point 33 through DI's.</p> <p><u>RIB, ALC1 and OR1</u>. Automatic progression from SP 22 to SP 29 missing out SP 23 and 25.</p> <p><u>RIA</u>. Automatic progression from SP 22 to SP 29 missing out SP 23, 25 and 28, and then automatic transfer to SGUL6 with progression to SP 36 missing out SP 31 and 35.</p> <p><u>ALC2 and OR2</u>. Automatic progression from SP 27 to SP 29 missing out SP 28, and then automatic transfer to SGUL6 with progression to SP 36 missing out SP 31 and 35.</p>

New SGUL grade	Current grade	Assimilation arrangements for <u>current members of staff only</u>
6	T-G T-H Lecturer grade A (L-A) RIA ALC2 OR2	<p><u>L-A.</u> Use of this scale is to be ended. All lecturers to be appointed to scale SGUL 7 with a minimum start point of spine point 37.</p> <p><u>RIA, ALC2 and OR2.</u> See note above. Members of staff on these grades with a profile points score greater than the minimum points score for SGUL6 will be assimilated to SGUL6 and will automatically progress to SP 36 missing out SP 31 and 35.</p>
7	R2 L-B ALC3 ALC4 OR3	<p><u>R2 and L-B.</u> Automatic progression from SP 37 to SP 43 missing out SP 39 and 42.</p> <p><u>ALC3 and OR3.</u> Automatic progression from SP 37 to SP 43 missing out SP 39 and 42.</p> <p><u>ALC4.</u> Automatic progression from SP 40 to SP 43 missing out SP 42, and then automatic transfer to SGUL8 with progression to SP 46 missing out SP 45.</p>
8	Senior Lecturers and Readers (SL/R) R3 ALC4 ALC5	<p><u>SL/R, and ALC5.</u> Automatic progression from SP 44 to SP 49 missing out SP 45. Those on the 1st DP of the SL/R and ALC5 scales will be assimilated to the 1st DP of SGUL 8</p> <p><u>RIII.</u> Automatic progression from SP 41 to SP 49 missing out SP 42 and 45. Those on the 1st DP of RIII will be assimilated to the 1st DP of SGUL 8. Members of staff on RIII with a profile points score greater than the minimum points score for SGUL8 will be assimilated to SGUL8 and will automatically progress to SP 49 missing out SP 45.</p> <p><u>ALC4.</u> See note above. Members of staff on ALC4 with a profile points score greater than the minimum points score for SGUL8 will be assimilated to SGUL8 and will automatically progress to SP 49 missing out SP 45.</p>

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APPENDIX 3 REWARD STRATEGY – MARKET PAY POLICY

Scope and Purpose

1. This policy applies to all posts¹ at St George’s. St George’s is committed to the principles of equal pay for work of equal value and has introduced a single job evaluation scheme (HERA) to measure the relative value of all jobs. The grading, and therefore the salary range², of all posts is determined by the outcome of job evaluation, modified as appropriate by the terms of this policy.
2. However there are occasions when the grading determined for a post results in an inability to recruit to or retain staff in particular posts. In such cases it may be appropriate to pay a market supplement in addition to the salary to ensure that such a post is filled. Such a supplement is lawful under the Equal Pay Act (1970) where there is evidence to justify that market factors are the “material reasons” for the post attracting a higher rate of pay than other posts graded similarly.
3. This policy will set out when such supplements may be paid, the process by which these cases are considered and approved and the conditions applied to them.
4. This policy has been agreed in partnership between St George’s and recognised trade unions, AMICUS, AUT and UNISON, and the elected representatives of the Clerical and Secretarial staff.

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When are Market Supplements Appropriate?

5. The payment of a market supplement may be appropriate where there is evidence to prove that a post cannot or will not be filled at the salary level determined by job evaluation, or that there is a material risk of a post becoming vacant due to a below market rate of pay.
6. This evidence must be objective and verifiable and would include either:
 - evidence of one unsuccessful recruitment attempt in the preceding six months or
 - evidence of skilled staff leaving St George’s, or being approached, for similar jobs with a higher level of pay elsewhere. Such cases must be underpinned by exit interview details or other evidence.
 - tangible market information on the salary being paid for similar posts in other organisations. This is likely to include advertisements and job descriptions from at least two similar posts.
 - Evidence from surveys, including those carried out by Income Data Services (IDS), UCEA and comparative employers in the London market including the NHS.
7. Where such circumstances exist, Heads of Division must contact the Head of Personnel or the Deputy Head of Personnel for advice. The Personnel Department will maintain records of a range of market pay information, and will consider the case

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¹ The Pay and Grading Framework applies to all posts at St George’s with the following exceptions: members of staff whose salaries are determined in line with comparable groups in the NHS (clinical and related staff, nurses, and MLSO’s and related grades), university professors, and members of staff on grade ALC6.

² The salary for a post may also be enhanced by allowances not subject to job evaluation. These would include London allowance, and any special allowances for additional duties of a fixed term nature taken on by members of staff outside the normal scope of their roles.

and confirm where there is sufficient evidence to justify a market supplement and to withstand any challenges under Equal Pay Legislation. Consideration of requests to pay market supplements will be given on a case by case basis.

8. Proposals for market supplements will be prepared by the Personnel Department, in conjunction with the appropriate union or staff representatives, and jointly submitted to the Employment Committee for consideration. The Employment Committee will, after considering such proposals set the size of market supplements and the conditions that will apply.

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Conditions Attached to Market Supplements

- 10 Market supplements will be set for an initial period of two years. Six months before the end of the period a further review of market conditions will take place to determine whether the continuation of a market supplement is justifiable or necessary. Where there ceases to be an organisational need or market justification for a supplement payment, it will be terminated or varied and six months notice will be given.

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- 11 Further particulars of such posts must identify market supplements as a distinct and separate element of pay and must state the duration of the supplement.

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- 12 A market supplement will be for a fixed amount and will be subject to annual cost of living increases. The supplement will be superannuable unless the supplement holder decides otherwise, taking account where appropriate of the rules of pension schemes. These conditions will be confirmed in the Contract of Employment. Market supplements will also be subject to the statutory deductions for tax and national insurance.

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- 13 Market supplements are paid in relation to specific posts. Therefore where it is agreed that the payment of a market supplement is appropriate, all staff carrying out the duties of the post must receive the same supplement on the same conditions.

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Monitoring

- 14 An annual monitoring statement on the use of market supplements will be made to the SSPC, including monitoring by sex, ethnicity, disability and age.

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