

The University of Reading

Framework Agreement

Rewarding Staff

Arrangements for One-off Payments, Contribution Points and Merit-Based Promotion

The implementation of the Framework Agreement provides an opportunity to consolidate and improve upon existing arrangements for rewarding staff, and to ensure reasonable access to and opportunity for additional reward.

The proposed new pay structure, to be effective from 1 August 2006, offers broad improvements to basic pay and incorporates the application of contribution points (as agreed within the national agreement). The local structure offers further contribution points, over and above those contained within the illustrative model, thus allowing the opportunity for significantly higher earnings for all staff.

The University believes that it is firmly in its managerial interest to encourage, recognise and reward excellence, for all staff. The recognition of academic distinction, via the personal titles arrangements, lies at the heart of the University's arrangements for its academic and research staff. The University now wishes to ensure that appropriate opportunities for recognition and reward are available for all categories of staff.

The creation of a new pay structure, based on a common spine, has rendered the current descriptors of staff categories redundant. It is proposed therefore that we recognise the emergence of four "job families", as follows:

Academic & Research (Grades 6-8)
Professional & Managerial (Grades 6-8)
Academic & Administrative Support (Grades 3-5)
Ancillary and Operational Support (Grades 1-2)

As noted elsewhere the precise assimilation of individual staff to a grade within the new structure will be confirmed following the completion of the job evaluation exercise.

For the purposes of rewarding staff it is proposed that staff have access to a hierarchy of additional reward, as follows:

- i. A one-off, lump sum payment up to the value of £2,000;
- ii. A contribution point;
- iii. Merit-based personal promotion (for the Academic & Research and Professional & Managerial job families only).¹

¹ Colleagues should note that Academic, Research, Academic-Related and Other-Related staff have existing arrangements for merit-based personal promotion.

The following general principles will apply:

1. All staff will have an annual opportunity to be proposed for a form of additional reward.
2. The Staff Development Review process will be amended to ensure that a discussion regarding the possibility of a form of additional reward takes place.
3. Proposals for additional reward will normally be made by an appropriate senior line manager.
4. The award of lump sum payments is at the discretion of the University and will not be the subject of appeal.
5. The award of contribution points will reflect excellent performance; subsequent awards will reflect sustained excellence.
6. The various reward processes will be subject to impact assessment to ensure that no staff are excluded unfairly from consideration.
7. The number and type of proposals, and outcomes will be recorded, analysed and reported to, in the first instance, the University's Staffing Committee and thereafter to the relevant joint committees for scrutiny.
8. The reward procedures will be the subject of regular review, in consultation with the relevant trade unions.

The three strands of the reward process will operate as follows.

Lump Sum Payments

- i. Each Faculty and Directorate will be allocated a sum for distribution in the form of lump sum payments. The total monies available will be distributed based broadly on staffing costs; in 2005 the total allocated was £140k.
- ii. Each Faculty and Directorate will have immediate access to a proportion of their allocated funding and may make local awards up to the value of £350 at any time during the relevant 12-month period. Awards will be notified to the Personnel Office for action, recording and monitoring.
- iii. During the Summer Term Deans and Heads of Directorate will be invited to co-ordinate proposals for lump sum payments, up to the individual value of £2000.
- iv. Proposals will normally be made by appropriate line managers and will be limited to one side of A4.
- v. Proposals may be made on the basis of the following criteria (but the list is not exhaustive):
 - a. Examples of excellence in teaching, research and enterprise activities;

- b. The particularly successful completion of a project or one-off piece of work;
 - c. Undertaking additional work covering the absence of a colleague;
 - d. Assuming a higher level of responsibility for a finite period of time;
 - e. Behaviours that have gone beyond the normal expectations of the role, e.g. exceptional service to students or colleagues;
 - f. An outstanding contribution to the success of a team.
- vi. The proposals will be considered by the Pro-Vice-Chancellor (Resources) and the Director of Personnel; they will adjust awards for consistency purposes and will have access to contingency funds for use at their discretion. Their recommendations will be reported to the Senior Management Board.
- vii. Successful staff will be notified of the outcome as soon as possible after the relevant SMB meeting. Deans and Heads of Directorate will be informed of the outcomes, including the detail of any unsuccessful proposals, prior to the notification to staff.
- viii. Lump sum payments will be made with the next available salary run.

Contribution Points

- i. During the Autumn Term Deans and Heads of Directorate will be asked to co-ordinate proposals for the award of contribution points.
- ii. Proposals will normally be made by appropriate line managers and will take the form of a detailed statement setting out examples of excellent performance, including where appropriate supporting documents and testimonials.
- iii. Excellence will be defined, for the Academic & Research job family, in the same terms as the criteria for the award of personal titles (but with a lower threshold). For the remaining job families excellence will be defined in the context of the individual's role and may reflect the following:
 - a. The successful development and implementation of new practices, policies and procedures.
 - b. Examples of outstanding customer service.
 - c. Behaviours that have regularly gone beyond the normal expectations of the role.
 - d. Awards or other markers of external esteem, e.g. achieving higher level membership of appropriate professional bodies.
 - e. An outstanding contribution to the wider University community, e.g. by service to University committees or serving in an additional, unremunerated capacity.
- iv. The proposals will be considered during the Spring Term by a Staff Reward Committee (one for each job family), the membership of which is to be determined but is likely to include as a minimum a Pro-Vice-Chancellor as Chair, a Dean, a Head of Directorate and the Director of Personnel. The Personnel Office will provide secretarial support.

- v. The award of contribution points is not competitive and each proposal will be considered on its personal merit.
- vi. Staff will be notified of the outcome as soon as possible after the meeting of the relevant Staff Reward Committee and advised, where relevant, of their right of appeal. Deans and Heads of Directorate will be given feedback in respect of unsuccessful proposals.
- vii. Contribution points will be made effective from the next relevant incremental date.

Personal Promotion

- i. Personal promotion within the Academic & Research job family will continue to be considered via the existing arrangements.
- ii. During the Autumn Term Deans and Heads of Directorate will be asked to coordinate proposals for personal promotion within the Professional & Managerial job family.
- iii. Proposals will normally be made by appropriate senior managers and will take the form of a detailed statement setting out examples of sustained excellent performance, including where appropriate supporting documents and testimonials.
- iv. The proposals will be considered during the Spring Term by the relevant Staff Reward Committee, alongside consideration of proposals for contribution points.
- v. Personal merit-based promotions for the Professional & Managerial job family will be competitive, and will be considered in the context of an indicative number of promotions to be determined annually by the Senior Management Board following recommendations from the Staffing Committee. The indicative number will be determined in the light of an assessment of the University's financial position and other relevant factors, but having regard to the desirability of maintaining reasonable consistency from year to year in the number of promotions available.
- vi. Staff will be notified of the outcome as soon as possible after the meeting of the relevant Staff Reward Committee and advised, where relevant, of their right of appeal. Deans and Heads of Directorate will be given feedback in respect of unsuccessful proposals.
- vii. Personal promotions will be made effective from the next relevant incremental date.

The University is committed to developing robust and transparent reward procedures applicable to all its staff. The new procedures associated with the implementation of the Framework Agreement will take a little time to embed and will be reviewed in the light of their practical application. We are particularly aware of the need to continue

refining the criteria for rewarding staff and, as signalled previously, are prepared to engage external consultancy support to expedite this, subject to agreement in respect of the broad principles being reached with the trade unions.

Director of Personnel
March 2006