

# REMUNERATION POLICY

## 1. INTRODUCTION

This document sets out the University of Suffolk's approach to pay and grading and applies to all its employees.

## 2. PRINCIPLES

University of Suffolk adheres to the following principles in determining pay:

- **Equal pay** – the University is committed to equality of opportunity and is, therefore, committed to the principle of equal pay in employment. It believes that all staff should receive equal pay for like work, for work rated as equivalent or work of equal value.
- **Job Evaluation** – to achieve a demonstrably fair system for determining pay, the University uses the Higher Education Role Analysis (HERA) scheme of job evaluation, a well-established, transparent method based on objective criteria and free from bias. Further details can be found at the end of this document.
- **Rewarding Contribution** – University of Suffolk is committed to objective performance management and to recognising and rewarding through pay. Further details are provided later on in this document.
- **Benchmarking** – to compete in the jobs market and to attract and retain high quality staff, the University undertakes regular reviews of relevant sectors of the jobs market and seeks to ensure that our pay rates are competitive.

## 3. PAY SPINE AND BANDING STRUCTURE

The University has adopted a single pay spine for most staff based on the nationally agreed salary spine for higher education institutions. Bands have been mapped against the pay spine, these will be periodically reviewed to ensure that they remain aligned to any government set pay rates i.e. National Living Wage (NLW) and clear differentials remain between bands. Band 1 to 9 (inclusive) offer scope for incremental progression within the band as skills and competence are developed. Beyond Band 9, the Executive team members and some Senior Leadership and Professorial posts have spot salaries with no automatic progression. The

Executive team may (at its discretion) make recommendations on the review of spot salaries and of Senior Leadership posts which have reached the maximum of Band 9, in order to aid recruitment and retention. Executive team salaries (including the Vice Chancellor) are determined and agreed by Remuneration Committee, who hold delegated authority to determine salaries in this respect. Details of the pay spine and current annual salary rates are available on the Hub.

#### **4. PAY AWARDS**

The Universities and Colleges Employers Association (UCEA) acts as a bargaining agency on behalf of universities at national level. University of Suffolk's annual pay settlements, both in terms of the level of award and the effective date, are subject to the approval of the Board. Such recommendations are made by the Vice Chancellor and Chief Executive Officer taking into consideration the outcomes of national negotiations, the University's capacity to pay and business strategy, and the outcomes of discussions with representatives of the locally recognized trade unions.

Any annual pay settlement shall be notified to staff through internal communications systems and is normally effective from 1 August in that year.

#### **5. PAY DATES**

The normal pay date is the last working day of each month, in arrears. Deadlines for the submission of payroll data are around the middle of each month; exact dates can be obtained from People and Organisational Development (POD) and are published on My Suffolk.

#### **6. PAYBANDING OF JOBS**

All Support Staff, Senior Staff and Manager posts require job profiles consisting of a role outline form, a job description and a person specification. These allow for the job to be fully described and therefore accurately banded using HERA (Higher Education Role Analysis). A number of jobs may have a generic job profile rather than a unique job description. POD shall determine the appropriate band for each job using the HERA process. (details for which can be found on the Hub).

Generic role descriptions based on national profiles apply to the posts of Lecturer and Senior Lecturer.

#### **7. STARTING SALARIES**

Starting salaries for new staff will be within the band of the post for which they have applied. Placement within the band will reflect qualifications, experience, and current/previous salary level, internal consistency and will be determined by the line manager in conjunction with POD ensuring fairness for both the new employee and existing staff across the organisation.

#### **8. SALARY PROGRESSION**

The increment date is 1 August of each year, subject to six months' satisfactory service in the band i.e. staff must be in post by 1 February to qualify. One increment is awarded each year until the maximum of the band is reached.

Incremental progression may be withheld or deferred in the event of unsatisfactory performance. Usually this will be linked to formal capability, probation, disciplinary or other similar formal proceedings. Incremental progression may be withheld while formal processes are ongoing and later applied subject to meeting

objectives set to achieve the required standards of performance. In these circumstances POD will write to the staff member concerned, as appropriate.

## **9. REWARDING ADDITIONAL RESPONSIBILITIES**

Additional payments may be made to staff who have taken on some of the responsibilities of a higher banded post for a period of time. Such payments must be requested by the line manager, agreed with the Director/Dean and approved by either the Deputy Vice-chancellor or Chief Operating Officer, as appropriate. They will usually take the form of a monthly honoraria (or a single honorarium) reflecting the salary for the higher banded post and the percentage of duties undertaken. POD can provide guidance on calculating appropriate payments.

Where additional duties are being undertaken at the same band, an honorarium will normally be based on the difference of the one incremental point from the current pay point pro rata the period of time the additional duties are being undertaken. For those on Spot salaries, a notional figure of 3% per incremental point, should be used (which is the basis of differentials between pay points on Bands 1 - 9).

A file note recording the circumstances of the award must be submitted to POD for retention on the relevant personal file for audit purposes.

In the interests of fairness and equity the opportunity to undertake such work which may attract additional payments should be open to all appropriate staff members within the team. It may be necessary for 'Expressions of Interest' for additional duties to be submitted. Where there is no potential for competition in undertaking additional duties within a team, the line manager reserves the right to address the best person to undertake the work and to seek their agreement to carry out the additional duties. The continuing arrangements for which will be monitored by POD in liaison with the Line Manager.

## **10. CAREER/BAND PROGRESSION**

As job roles evolve in line with the needs of the organisation, sometimes the role and responsibilities may become out of line with those expected for the current band of the job. This may necessitate a regrading exercise. Managers should discuss such circumstances with their People Business Partner and any approval arrangements will be communicated via Directors/Deans accordingly.

Progression for academic staff is considered separately the requirements and processes for applying for progression from Lecturer to Senior Lecturer and to Associate Professor/Professor can be found on the People and OD pages on the Hub.

## **11. MARKET FORCE SUPPLEMENTS**

From time to time, it may be necessary to apply a market force supplement to the assessed band of a job. Usually this will be as a result of a skills shortage in the jobs market (local or national) or because the market rate for a particular skill set is higher than that determined by local job evaluation. Where this is the case, a supplement may be added to the band of the job. Such supplements may take the form of additional increments or an additional percentage of salary or a fixed figure (pro rata for part timers). Supplements shall be clearly expressed in employment documents and in the recipient's monthly payslip. Appropriate review dates will be applied (usually no less frequently than every two years). Market force supplements may be withdrawn subject to written notice of not less than 3 months.

The application, and the subsequent renewal or withdrawal, of market force supplements is subject to the approval of the Executive Team, on the recommendation of the Director of POD or the Deputy Director of POD. Such recommendations shall identify the business case for such supplements, including salary

benchmark data, evidence of any recent (unsuccessful) recruitment processes, the level and overall cost of the recommended supplements, and any alternative measures that have been, or could be, considered. The Director of POD or their nominated representative shall notify the locally recognised trade unions of those jobs for which market force supplements are proposed. The Director of POD or nominated representative shall discuss with the relevant recognised trade union the proposed withdrawal of market force supplements.

Market force supplements shall usually apply equally to all staff in the particular job (or specialist area). The payment of market supplements will be monitored by protected characteristic (as defined by the Equality Act 2010) to ensure there is no unfair allocation of supplements on these grounds. This will be reported annually to the Joint Consultative Committee, the Executive Team and the Senior Management team.

### **13. GENDER PAY GAP REPORTING**

The Director of POD or their nominee will undertake Gender Pay Gap review annually to comply with statutory reporting requirements. Such information will also be published on our website.

The findings of gender and where required other reviews based on other protected characteristics will be reported to the Executive Team and to the recognised trade unions through the Equality, Diversity and Inclusion Committee.

### **14. OVERPAYMENTS AND UNDERPAYMENTS**

University of Suffolk reserves the right to deduct from pay an amount equivalent to any overpayment of salary, expenses, holiday or sick pay, fees or charges incurred, or any loans or advances. Prior to any such deduction, the POD team will notify the staff member in writing of the amount to be deducted and the proposed date(s) on which deduction(s) shall be made. Staff shall be given a reasonable period of notice prior to any deduction being made (usually at least 2 weeks) and shall have the opportunity to propose reasonable alternative approaches (such as deferring the repayment or spreading the repayment over a longer period), although there is no obligation on the University to agree to any arrangements.

However, if a member of staff leaves their employment while overpayments are outstanding, the full amount will be deducted from the last salary payment. Where the final salary is insufficient to reclaim the full amount, the remaining overpayment will be recovered from the member of staff via an agreement set up with the Finance Department.

In the event of underpayment of salary, the POD Department will take reasonable steps to reimburse the staff member as soon as possible. This may take the form of a bank credit, a cheque payment, or correction with the next available salary payment. The approach adopted shall be at the discretion of the Director of POD taking into consideration the sum concerned, the staff member's circumstances and the timing of the next salary payment. Priority is to avoid hardship or embarrassment for staff in these Circumstances. In the event that the underpayment causes the staff member to incur bank charges (or other related expenses), the Director of POD shall arrange reimbursement following receipt of written evidence of the charges incurred.

### **15. CONTACTS**

The University of Suffolk POD team is the main point of contact for all payroll queries.