Operations and Facilities Job Family

Salary Review Procedure

Human Resources Department
June 2007
1 INTRODUCTION
This document sets out the procedures which should be followed by Schools or Departments when carrying out the assessment of performance for Operations & Facilities (O&F) staff, which will inform salary progression by one salary increment.

1.1 Scope: This procedure applies to all staff within the O&F Job Family.

1.2 Principles:

- All staff within the O&F Job Family will have the opportunity to receive salary progression of one salary increment (subject to satisfactory performance).
- A consistently high standard of contribution is the University’s expectation from its staff who are required to carry out their jobs to an acceptable standard of conduct and performance throughout their employment at the University.
- O&F staff should have an understanding of what constitutes acceptable standards of conduct and performance, in accordance with the requirements of their individual role.
- The process enables Schools or Departments to ensure that individuals are appropriately rewarded for loyalty and commitment, through a process which is transparent and fair.
- Progression will be determined through the assessment of an individual’s performance in a set Salary Review Period (SRP).
- Individuals may not be eligible for a salary increment where performance issues being dealt with through the Performance Improvement Procedure (PIP) are unresolved or if under disciplinary at the point of the salary increment recommendation (May each year commencing May 2009). The manager and Human Resources Adviser will discuss individual cases and a decision will be made by the manager to award or withhold the increment. HR must be in support of this decision. Where the salary increment is withheld there will be an opportunity, after a subsequent SRP, for the one salary increment to be awarded.
- If an individual O&F staff member is not to be awarded an increment after the SRP, then this should not come as a surprise to them because they should either be aware of PIP being in place or that they are under some form of disciplinary action.
- It is encouraged that supervisors/managers meet with staff for informal discussions about the job and activities during the SRP. However where it appears that a member of staff is performing below the accepted standard, then discussions may take place in line with the existing policies and procedures such as PIP.
- One-off achievements can be considered under the Special Contribution Recognition Bonus (SCRB) policy or the Exceptional Performance Bonus (EPB) policy.
- The University is committed to equal opportunities and values the diversity of its people. In assessing staff development and performance, line management must ensure that there is no discrimination on the grounds of gender, race, disability, age, religion, marital status, sexual orientation or other distinctions.

1.3 Timescales for staff eligible for the salary increment:

- Salary progression of one salary increment will be awarded based on the assessment of an individual’s performance based on a Salary Review Period (SRP). The SRP will consist of two years, however the start date of employment may have an effect on these years in
terms of the overall assessment period resulting in a longer or shorter assessment period, see Section 2:

- Year 1 – 1 May to 30 April
- Year 2 – 1 May to 30 April

• The first salary increment under this new scheme will be awarded to individuals in August 2009 based on a SRP of 1 May 2007 to 30 April 2008 and 1 May 2008 to 30 April 2009. Staff joining prior to the 1 May 2007 will have to serve more than the two years as shown at Paragraph 2.1, Example 1.

• The salary increment will be paid in the August following Year 2 of the individuals SRP, if the eligibility conditions are met.

1.2 Timescales for staff under the Performance Improvement Procedure (PIP) or disciplinary at the point of recommendation:

• If at the point of recommendation after completing Year 1 and Year 2 of an individual’s SRP they are not eligible as they are under the PIP or disciplinary, the only increase they will receive is the cost of living increase if applicable.

• An individual will be given a subsequent one year SRP (Year 3) to enable them to be reconsidered for a salary increment. Where at the point of recommendation they are now eligible for a salary increment, it will be awarded in the August following Year 3 of the SRP.

• Where in Year 3 the individual is still not eligible for a salary increment, they will receive only the salary cost of living increase. No further consideration will be given to the award of a salary increment.

• Where in Year 4 an individual still remains under the PIP or disciplinary, the annual cost of living increase* will not be awarded. So in effect the salary will be “off-scale”.

* If the individual is receiving a shift allowance, this will also not increase in Year 4 in line with any appropriate annual cost of living increase.

A summary of timescales can be found at Appendix 1 below.

1.5 The Salary Review process and the relevant documentation

At the beginning of the appropriate Salary Review Period, the Head of School or Department, through the relevant line managers, should ensure that all O&F staff have an understanding of what constitutes acceptable standards of conduct and performance, in accordance with the requirements of their individual role. This should be arranged by each School or Department in the most appropriate manner e.g. through individual or group meetings.

Existing local arrangements, especially the good practice put in place in line with ‘Investors in People’, to review performance and conduct against agreed objectives can continue to be used and can help to inform the increment recommendations. However increments cannot be withheld as a result of an ‘Investors in People’ meeting this only applies if staff are under the PIP or disciplinary and have been dealt with through existing procedures.

The Head of School or Department will receive a spreadsheet from the Human Resources Department in May each year (commencing May 2009). This spreadsheet will contain a list of employees who are due to be considered for a salary increment in the subsequent August. It is the responsibility of the Head of School or Department to check the spreadsheet and submit to HR any Form A's (attached), which will have been completed by the relevant manager, for those staff not eligible to receive the salary increment. Form A will only be necessary where
the Performance Improvement Procedure (PIP) or Disciplinary is in place at the point of the salary increment recommendations.

The Head of School or Department should meet with the relevant HR Adviser to discuss the increment recommendations, in particular those where it is being recommended that the salary increment be withheld. The HR Adviser will be aware of any individuals under PIP or disciplinary as they will have assisted the manager in establishing what mechanisms have been put into place for monitoring improvements e.g. review dates, Performance Development Plans and/or outcome notes of meetings. At this point all facts should be taken into account to determine whether the salary increment should be awarded/withheld. All the above information relating to the circumstances and the reason for the decision if still to be withheld should be provided on Form A as it may be requested by the Salary Review Committee.

The salary increment recommendations, including those being withheld will be considered and endorsed by a Salary Review Committee in early to mid-July of each year. Following the outcome of this committee HR will prepare individual letters, which will be sent to the appropriate Head of School or Department to sign and distribute to all O&F staff.

2 MANAGING DIFFERENT SCENARIOS:

2.1 New Staff Member
It will depend when a new member of staff joins the University as to the length of their Salary Review Period (SRP) for Year 1. For new O&F members of staff it is recommended that as part of their induction the supervisor/manager should hold a meeting to discuss the Salary Review procedure for staff within this Job Family including informing them of their SRP.

If the employment start date is three months prior to 1 May (Year 1) (i.e. start date between 1 February – 30 April)
If a new member of staff starts work between the 1 February to 30 April, the SRP for Year 1 will following 12 months (1 May to 30 April). See Example 1 below.

If the employment start date is the 1 May to the 31 January (Year 1)
If a new member of staff starts work between 1 May to the 31 January inclusive then the SRP for Year 1 will be the number of months from the start date of employment until the 30 April. See Examples 2 and 3 below.

In the above the member of staff will then need to complete Year 2 prior to being recommended for the salary increment.

Please note: No salary increment for staff in the O&F Job Family will be implemented prior to the 1 August 2009. The SRP for any new member of staff starting prior to the 1 May 2007 will include the months prior to this date and a subsequent Salary Review Period of Year 1 - 1 May 2007 to 30 April 2008 and Year 2 - 1 May 2008 to 30 April 2009.

Example 1: A new member of staff starts work on 1 April 2008:

- Year 1 - 1.4.08 – 30.4.08 (1 months) + 1.5.08 – 30.4.09 (12 months) = 13 months total for year 1 SRP
- Year 2 – 1.5.09 – 30.4.10 (12 months)
Increment paid 1.8.10 (therefore working 25 months before entitled to an increment)

Example 2: A new member of staff starts work on 1 July 2007:

- Year 1 – 1.7.07 – 30.4.08 = 10 months
- Year 2 – 1.5.08 – 30.4.09 = 12 months
Increment paid 1.8.90 (therefore working 22 months before entitlement to an increment)
Example 3: A new member of staff starts work on 1 December 2007:

- Year 1 – 1.12.07 – 30.4.08 = 5 months
- Year 2 – 1.5.08 – 30.4.09 = 12 months
Increment paid 1.8.09 (therefore working 17 months before entitled to an increment)

2.2 Regrading
Where a member of staff is regraded the SRP will commence in the new role regardless of whether they have received a salary increment in the lower grade. The date that a member of staff transfers will inform the start of the SRP the triggers specified at 2.1 of this guidance document will be applied.

2.3 Internal transfer during the performance year
Where a member of staff is successful in attaining an internal transfer to another job role and/or Job Family the following procedures will apply:

Same Job Family/Grade
If a member of staff is internally transferred to a new job role within the same job family and has not received an increment, any time served towards the SRP will be taken into account in the new job role.

Different Job Family
Where an internal transfer is made into a different job family the individual would be assimilated onto the new pay range. Progression is then subject to assessment under the Performance Review Procedure applicable to that job family e.g. transferring into the Administrative, Professional & Managerial (APM) Job Family the Activity/Performance Review procedure would be applied.

2.4 Planned leave
(e.g. Maternity leave, Adoption leave, Long Term Carers leave)

Periods of planned leave will count towards the two year SRP.

2.5 Unplanned leave
(e.g. Long Term Sick leave)

Where a member of staff has had a period of unplanned leave during their Salary Review Period the manager should discuss with their Human Resources Adviser. Each individual case will be looked at and a decision will be made based on individual circumstances whether unplanned leave will count towards the Salary Review Period.

2.6 Leavers
In order for the one salary increment to be applied an individual must have been recommended for a salary increment and be in post on the 1st August of the award year.

3 SALARY REVIEW COMMITTEE
The Activity/Performance Review Salary Committee (R&T, APM and TS) will be chaired by a Pro-Vice-Chancellor (normally the PVC for Staff) and also has as members the Chief Financial Officer, the Registrar, all the Faculty Deans and the Director of Human Resources.

3.1 Terms of Reference
The responsibility of the Committee is to:

1. Review and consider the reports provided by HR which show the award/non award of the salary increments to ensure that the outcomes do not show any bias, for example on the grounds of race, gender, level, part-time/full-time, etc
2. To ensure that the Committee is satisfied that the individuals who are not to receive a salary increment due to the Performance Improvement Procedure (PIP) being in place or disciplinary is being withheld for good reason.

The Review Committee may seek further clarification or evidence from the Head of School/Department for those individuals that have not been recommended a salary increment.
### Appendix 1

#### O&F Salary Review Procedure Timeframes

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsibilities including who:</th>
<th>Timeframe:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Head of School or Department, through the relevant line managers, should ensure that all O&amp;F staff have an understanding of what constitutes acceptable standards of conduct and performance, in accordance with the requirements of their individual role.</td>
<td>By early May*</td>
</tr>
<tr>
<td>2</td>
<td>HR to send spreadsheet to the Head of School or Department with those members of staff potentially due to a salary increment from the following August.</td>
<td>Early May</td>
</tr>
<tr>
<td>3</td>
<td>The Head of School or Department is required to check the spreadsheet to identify those members of staff not eligible as they are under the Performance Improvement Procedure (PIP) or disciplinary at the point of recommendation.</td>
<td>By late May</td>
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<tr>
<td>4</td>
<td>Head of School or Department to discuss with the appropriate HR Adviser all recommendations, including those members of staff under PIP or disciplinary. Once discussed and agreed the Head of School or Department should complete Form A for those individuals having the salary increment withheld and submit, along with the completed spreadsheet to HR.</td>
<td>By early June</td>
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<tr>
<td>5</td>
<td>HR to circulate relevant reports and documents to the Salary Review Committee.</td>
<td>By late June</td>
</tr>
<tr>
<td>6</td>
<td>Salary Review Committee to review and endorse.</td>
<td>Early to mid-July</td>
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<tr>
<td>7</td>
<td>HR to confirm with Head of School or Department the outcomes of the Salary Review Committee.</td>
<td>By mid to late July</td>
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<tr>
<td>8</td>
<td>Effective date of salary change.</td>
<td>1 August</td>
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<tr>
<td>9</td>
<td>HR will prepare the individual letters to those staff eligible for one salary increment in this year and for those staff whose increment is to be withheld.</td>
<td>By early August</td>
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<tr>
<td>10</td>
<td>HR Shared Services will update Resource Link.</td>
<td>Mid-August</td>
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<tr>
<td>11</td>
<td>Salary increment paid, where appropriate to staff</td>
<td>End of August salary</td>
</tr>
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*May change slightly each year