



Remuneration Policy & Procedure



Core Documentation Cover Page

Remuneration Policy & Procedure

Version number	Dates produced and approved (include committee)	Reason for production/ revision	Author	Location(s)	Proposed next review date and approval required
V1.0	Jan 2013 SMT	To provide transparent guidance for staff regarding remuneration.	Corporate Services Director HR Assistant	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Jan 2015
V2.0	Jul 2017 PRAG Chair	Administrative Amendments to update institution name change from British School of Osteopathy to University College of Osteopathy.	HR Manager	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Jan 2015
V3.0	Feb 2018 SMT	Major to update the policy and procedure.	HR Manager	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Feb 2020
V4.0	Apr 2018 SMT	Minor amendment to include full pay scale.	HR Manager	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Feb 2020

Equality Impact

Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)	
Neutral equality impact (i.e. no significant effect)	X
Negative equality impact (i.e. increasing inequalities)	

If you have any feedback or suggestions for enhancing this policy, please email your comments to: quality@uco.ac.uk

REMUNERATION POLICY & PROCEDURE

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1. SCOPE

- 1.1 This Policy will apply to all staff employed at the University College of Osteopathy (UCO), including those on full-time, part-time, permanent and temporary conditions of employment. The UCO pay scale is applicable to casual workers. This policy does not apply to self-employed contractors engaged on a contract of service.
- 1.2 This policy and procedure is non contractual and may be updated or varied by the UCO.

2. INTRODUCTION

- 2.1 The UCO is committed to fair remuneration for all staff in order to:
 - a) recruit and retain the high quality staff to deliver our strategic plan;
 - b) achieve equity, fairness and consistency in the operation of reward policies and practices;
 - c) provide a framework to ensure that the reward system is consistent and transparent;
 - d) provide guidance to managers on determining appropriate remuneration decisions.
- 2.2 The UCO aims to provide fair and competitive salaries and benefits in relation to comparable higher education institutions and/or charities. However, the absolute level of salaries will relate to the UCO's ability to pay, this includes the total benefits package offered by the School. Factors influencing the UCO's reward decisions will also include: exceptional performance; contribution to the UCO's mission, values and strategic aims; relevant qualifications and areas of skills shortage.

3. PAY STRUCTURE & JOB EVALUATION

- 3.1 The UCO implemented a traditional narrow-graded pay structure, using the Higher Education Role Analysis (HERA) scheme in 2005. The HERA process examined every broadly unique role at the UCO, which equated to fifty different job roles. Role holders completed a HERA evaluation form, giving examples of work carried out against fourteen criteria, for example, decision-making, teaching & learning, or liaison & networking. The role holders were interviewed and qualified assessors conducted an evaluation. Assessor's moderated final scores and grade bands were created. In addition, current market rates were analysed to determine which quartile specific jobs were benchmarked within.

4. PAY GRADE

- 4.1 The pay grade within the structure (A-G) relates to nature of work and level of responsibility. The grade does not relate to the level of performance or length of service.

5. SCALE POINT

- 5.1 The scale point is linked to performance and does not reflect the nature or level of job role.
- 5.2 New starters to the UCO normally start at scale point 1 in their relevant grade. After the probationary period and successful completion of one year's service, individuals normally move to scale point 2. For academic and clinic faculty a scale point progression would only be awarded when the employee holds a recognised teaching qualification, is working towards completion or has enrolled on the next available course.
- 5.3 The Human Resource Manager may use discretion in negotiating a starting scale point based on qualifications, experience and ability to recruit to a vacancy. The Vice Chancellors Group should approve any variance to the starting scale point.
- 5.4 Further progression through the remaining scale points of each grade is not automatic or linked to length of service.
- 5.5 The UCO will have a limited budget to award further incremental progression and this will be based on performance, qualifications and contribution to the UCO's strategic aims.
- 5.6 The current UCO pay structure is detailed below.

	Scale point							
Grade	1	2	3	4	5	6	7	8
A	17,550	18,700	19,800					
B	21,700	23,900	24,850					
C	26,350	27,150	28,500	29,800				
D	29,800	30,850	32,150	34,300	37,650	39,050	41,000	42,300
E	38,800	41,000	42,300	44,250	46,100	48,700	50,850	
F	40,400	41,450	42,500					
G	43,600	45,700	50,850					

6. SPOT SALARIES

- 6.1 In exceptional circumstances the Vice Chancellors and Human Resource Manager may agree a spot salary (a single rate of pay for a job not linked to the UCO pay scale). This may include, for example, when the market rates do not align with the UCO pay scale or if the post is within a specific skills shortage area.
- 6.2 Sessional workers will be paid at the first scale point of the grade on an hourly or daily basis. This rate will not automatically increase after a year's contractual employment unless the actual work has been continuous.

- 6.3 Overtime is not normally paid to members of staff, but time off in lieu (TOIL) can be claimed when the workload is less demanding. This should be taken in accordance with the Time off from Work Policy, which can be found on the UCO Intranet or from Human Resources. In exceptional circumstances overtime may be agreed by line manager and the HR Manager.

7. RESPONSIBILITIES & COMMUNICATION

- 7.1 HR Manager is responsible for:
- a) Reviewing and updating the policy and procedure. Providing guidance and advice to line managers on the UCO pay structure, market rates, performance measures and any other matters related to remuneration and performance.
 - b) Monitoring and benchmarking other comparable institutions and charities to understand market rates in comparison to the UCO pay scale.
 - c) Producing reports on where employees sit within the grading and scale point structure and highlight any areas of to the Vice Chancellors Group and where relevant, the Equality Committee.

8. REMUNERATION COMMITTEE

- 8.1 The Remuneration Committee is made up of members of the Vice Chancellors Group and the HR Manager. The committee normally meets in the second term each year, following the PDR cycle to review where employees currently sit within the pay structure and any issues of concern. In addition, all applications for re-grades and scale point progression will be reviewed and an outcome determined. The committee may also review any equality issues and gender pay and the cost and effectiveness of other benefits.

9. LINE MANAGERS

- 9.1 The line manager is responsible for making the decision to submit a proposal and this should be based on an overview of their area and staff performance and not solely based on a request from a member of staff.
- 9.2 It is the line manager's responsibility to manage the expectations of the employee and to ensure effective communication.
- 9.3 The line manager is responsible for the application and should never inform an employee they have been awarded a pay increase, unless this has been confirmed in writing from the HR Manager.

10. PROCEDURE FOR GRADE REVIEW

- 10.1 The line manager may submit a proposal for a re-grade in circumstances where the nature of the work and level of responsibility has changed significantly. This should initially be discussed with the HR Manager and relevant member of the Vice Chancellors Group, to ensure that the proposal is consistent with comparable levels of work and pay throughout the UCO. In addition, there may be circumstances where a full department review is required and this should be conducted in line with the UCO Change Management Policy.

10.2 Grade Reviews should be carried out following a PDR. A written justification for the grade review along with a draft job description and person specification should be completed and emailed to the Human Resource Manager and relevant member of the Vice Chancellors Group.

10.3 When a re-grade has been approved, the role would normally start at scale point 1.

11. PROCEDURE FOR SCALE POINT REVIEW

11.1 The line manager may submit a proposal for a scale point review in circumstances where outstanding performance has been identified. Progression to the next point on the pay scale is based on objective quality led criteria as follows:

- a) An annual PDR has identified outstanding performance and attainment of key objectives.
- b) The member of staff is not the subject of the informal or formal stages of disciplinary, capability or sickness management procedures.
- c) The employee has adhered to the requirement to attend the annual Staff Conference a minimum of every two years.
- d) Progression is affordable within the context of the UCO's financial performance and incremental budget.

11.2 For academic and clinic faculty a scale point progression would normally only be awarded when the employee holds, or is working towards the completion of a recognised teaching qualification. In addition, student feedback should normally be included, along with student results for the area and a peer teaching review. The line manager may adapt performance measures for academic faculty with a research or management intensive role.

12. OTHER BENEFITS

12.1 The UCO offers a number of non-contractual benefits as part of the remuneration package. This currently includes a contributory pension scheme, childcare vouchers for staff with children under age 5 years, discounts on UCO CPD courses, healthcare cover, eye care vouchers for staff who use a VDU, discounted sports club membership, and library and research resources.

13. THE EQUALITY ACT 2010

A) EQUAL PAY

13.1 Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman¹.

¹ ACAS Equal Pay: <http://www.acas.org.uk/index.aspx?articleid=1811>

B) THE GENDER PAY GAP

- 13.2 The gender pay gap shows the differences in the average pay between men and women. If a workplace has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are. In some cases, the gender pay gap may include unlawful inequality in pay but this is not necessarily the case. Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees².
- 13.3 At present the UCO does not meet the headcount threshold and therefore does not have to conduct or publish equal pay data and analysis.
- 13.4 The UCO is committed to gender pay equity and the HR Manager will conduct an analysis to be reviewed and monitored by both the Remuneration Committee and the Equality Committee.

14. GRIEVANCE PROCEDURE

- 14.1 Any member of staff who wishes to query their rate of pay should speak to their line manager initially. The line manager can seek advice and guidance from the HR Manager.
- 14.2 Any formal appeal against the pay structure or its impact should be made via the Grievance Procedure. The Grievance Procedure can be found on the UCO Intranet or a copy obtained from Human Resources.

² ACAS Managing Gender Pay Reporting Guide March 2017