

CARDIFF UNIVERSITY SENIOR STAFF PAY POLICY

1. Introduction

The Remuneration Committee is responsible for formulating University remuneration policy for senior staff, determining any performance-related awards. Whilst the University is committed to rewarding outstanding performance, value and practice varies from year to year influenced by budgetary and institutional performance considerations. This Senior Staff Pay policy and the principles outlined below have been agreed by the Remuneration Committee within this context.

2. Coverage

This policy sets out the remuneration policy for Cardiff University's senior staff (i.e. those not covered by collective bargaining under the National Framework Agreement).

Senior Clinical Academics at Professorial level are also eligible for the performance review. Clinical academic staffs' base pay is not included as this is determined under separate NHS arrangements.

3. Reward principles

Cardiff University adheres to the following reward principles in determining pay for senior staff:

1. The process for remunerating senior staff will be clear, fair and transparent and play an important part in providing equal pay for work of equal value.
2. Support the University in the achievement of its aims and objectives.
3. Support the University in its ambition to attract, retain and motivate high calibre staff.
4. To allow the University flexibility to respond to market pay pressures, the University will monitor actively the external market with the aim of remaining fully competitive with UK based research-intensive institutions and the Russell Group. This includes consideration of salary levels in other institutions and whether there is a trend for senior salary reviews to be conducted, restricted or suspended.
5. Pay increases will be clearly differentiated according to performance and market. Performance in line with role expectations will be rewarded with a pay increase by application of any nationally negotiated pay award that maintains pay competitiveness within the sector
6. The University will gear performance awards to those that are adding most value to the University against the relevant banding criteria.
7. The financial framework for determining senior staff remuneration will take into account the impact on total costs of employment, not just the cost of actual pay increases. This includes such considerations as the on costs of employment e.g. pension costs and national insurance contributions.

4. Pay structure

The University's Senior Staff pay scale is split into three bands and is published on the intranet [Pay scales - Intranet - Cardiff University](#) .

The pay scale is normally adjusted annually by reference to the outcome of the national pay negotiations that apply to grades one to eight. All senior staff that meet the relevant performance criteria will receive the annual pay increase that applies to the pay spine. This ensures that salaries remain competitive within the sector.

The University has a commitment to be a fair employer and aims to justify pay differentials using consistent criteria. The University will record and monitor pay differentials to inform pay decisions, together with the external market and performance information.

5. Pay on Appointment

Recruitment to Senior Staff roles will be made against the relevant banding criteria for Professors or Hay evaluation for Professional Services Staff.

5.1 Professorial appointments

The allocation of band is not determined by the salary but by evidence of meeting the banding criteria¹ .

Newly promoted professors are appointed to band 1 point 2 of the senior pay scale. For external appointments², professors will be allocated a band against the published criteria, based on 'best fit' against the four headings. Salary within a band will be determined by assessment of the knowledge, skills and competencies, together with the external market data, and relevant internal pay differentials for the discipline. This process is critical in ensuring that consistent and robust standards are applied within and across Colleges in the recruitment and retention of Senior Staff.

5.2 Senior Professional Services appointments

All Senior Professional Services roles are Hay evaluated prior to recruitment. The tier is determined by the role responsibilities and duties, and an assessment of the knowledge, skills and competencies required for the role. Salaries are informed by external market data, and relevant internal pay differentials of the tier³. This process is critical in ensuring that consistent and robust standards are applied within and across colleges in the recruitment and retention of Senior Staff.

6. Review of Senior Staff pay

¹ [Professorial banding - Intranet - Cardiff University](#)

² If this is their first professorial post, then they will be appointed to band 1 point 2 of the senior pay scale same as internal promotions

³ If this is their first senior professional post, then they will be appointed to point 1 of the senior pay scale

Annually, the Remuneration Committee considers whether there should be a review of Senior Staff pay and may give guidance on its expectations in relation to the approach to recommendations in any particular review round, depending on the particular environmental factors in that year. In times of financial constraint, awards may be restricted, for example, non-consolidated payments as opposed to incremental progression.

6.1 Full Senior Salary Review (Performance Review)

The review of performance and achievements will be for the full biennial period. Submissions are made after the end of the assessment period and recommendations are then made by Heads of Schools to PVC Heads of College or by the Chief Operating Officer. Outcomes are considered at the Professorial and Senior Salaries Committee for recommendation to Remuneration Committee.

6.2 Assessment Criteria

The performance of all senior staff is rated against job expectations and criteria as per the table below using a standard scale (6.3 below). Assessors are required to use all the sources of performance evidence that are available to them.

Staff group	Criteria
Professors and Clinical academics	<ul style="list-style-type: none"> • Research [Scholarship for T&S] • Teaching & Learning • External Engagement & Internationalisation • Management, Academic Leadership & Citizenship.
Heads of School	<ul style="list-style-type: none"> • Leadership & Vision • Resource Management (People & Finance) • Academic Credibility • Ambassadorial Abilities
Senior Professional Staff	<ul style="list-style-type: none"> • Leadership & Vision • Resource Management (People & Finance) • Change Management and Service Enhancement • Professional Credibility
Deans	<ul style="list-style-type: none"> • Leadership & Vision • Engagement and Collaboration • Academic Credibility • Ambassadorial Abilities
Vice Chancellor's Direct reports	<ul style="list-style-type: none"> • Strategic Leadership (Change Management and Service Enhancement) • Results • Resource Management (People & Finance) • Personal Leadership

6.3 Performance ratings

The amount of base pay increase or non-consolidated awards should correlate with the ratings, as indicated below, modified only where appropriate by any considerations relating to the external market or internal relativities. The ratings are:

5	Outstanding/exceptional performance	The individual makes an exceptional contribution to the university; a role model and star performer
4	Performance exceeds expectations	The individual fulfils roles and responsibilities, exceeds objectives/ performance expectations, is easily recognisable as a high performer
3	Performance meets expectations	The individual is fully competent in the role, consistently achieving all or most objectives/ performance expectations
2	Performance which falls short of expectations	<p>The individual is not meeting or fulfilling some of their objectives as set out in their Performance Development Review and/or some of the expectations of the role as set out in the job description and generic role descriptors.</p> <p>Note: This reduction in performance is likely to have occurred or been identified in the last year. It has been raised with the individual and supportive measures have been suggested to assist improvement. The drop in performance has not merited a formal improvement plan.</p>
1	Under performance	<p>The individual is not fulfilling many of their objectives as set out in their Performance Development Review and/or many of the expectations of the role as set out in the job description and generic role descriptors.</p> <p>Note: It is likely that the individual has failed to do so over an extended period and that as a result a performance improvement plan has been put in place. In limited circumstances, there could be a more abrupt yet serious collapse of performance which requires formal action.</p>

In rating performance, account will be taken of the relevant Band criteria and the extent to which individual performance contributes to the achievement of University objectives and strategy, with reference to the particular School/College/Professional Services in which the member of senior staff works.

Equity reviews to ensure transparency and equal pay for equal work will also be included as part of this exercise.

6.4 Limited Senior Salary Review (Equity Review)

The Limited Senior Salary Review will be for those cases where an equity and/or retention concern has been identified following a review of the market and internal pay relativities for the relevant discipline. All senior staff will be assessed by their Head of School/Director of Professional Services

and will be reviewed by discipline and band, using School, College and sector market data alongside protected characteristics and experience.

Heads of School/ Director of Professional Services will then meet with PVC/Chief Operating Officer, Reward Manager and College/Professional Service HR Business Partner to consider and make final recommendations for increases in pay, (whether through consolidated increases or non-consolidated market allowances) to the Professorial and Senior Salaries Committee for final approval by the Remuneration Committee.

This review is not applicable for Clinical Academics⁴.

7 Automatic increments

Points 2 to 4 of the Band 1 senior staff pay scale are for Early Career Professors who are eligible for automatic incrementation of one spinal point per year, subject to satisfactory performance. To award this increment Heads of School will be asked to confirm satisfactory performance as part of the Senior Salary Review process. This increment will take effect from the 1st August.

Senior Professional Services Staff on salary points 1 to 3 of the senior staff pay scale are eligible for automatic incrementation (one spinal point per year), subject to satisfactory performance. To award this increment Professional Services Directors will be asked to confirm satisfactory performance as part of the Senior Salary Review process. This increment will take effect from the 1st August.

8 Assessors and Moderators

Staff group	Assessor	Moderator
Professors	Head of School	PVC Head of College
Heads of School	PVC Head of College	Professorial and Senior Salaries Committee
Deans	PVC Thematic	PVC Head of College and Professorial and Senior Salaries Committee
Professional Services Senior Staff	Relevant Director	Chief Operating Officer/ Chief Financial Officer Professorial and Senior Salaries Committee
Professional Services Directors (direct reports to Chief Operating Officer)	Chief Operating Officer	Professorial and Senior Salaries Committee and Remuneration Committee
Professional Services - direct reports to Chief Financial Officer	Chief Financial Officer	Professorial and Senior Salaries Committee and Remuneration Committee

⁴ As their base pay is determined under separate NHS arrangements

9 Moderation and verification

As part of the Senior Salary Review process the College Pro Vice Chancellor ⁵ supported by a HR Business Partner and the University's Reward Manager, will meet with each Head of Schools to discuss their recommendations. This will include equity and retention adjustments in the context of the overall pattern of recommendations across the College, the University, the external market evidence and internal pay differentials.

10 Banding movement

Professorial staff may apply and be considered for movement into the next band subject to satisfying the relevant band criteria at the next level. A University Banding Review Panel will consider cases through the respective Heads of Schools/College PVCs. This is a biennial process.

Professorial Banding does not apply to Clinical Academics.

11 Vice Chancellor and Vice Chancellor's Direct Reports

Remuneration for the Vice Chancellor, Vice Chancellor's direct reports (Deputy Vice Chancellor, Pro Vice Chancellors, Chief Operating Officer, Chief Finance Officer and General Counsel and University Secretary), and others as set by the Remuneration Committee, is determined by the Remuneration Committee.

The Vice Chancellor's remuneration is determined according to criteria set by the Remuneration Committee.

The Vice Chancellor will make recommendations in relation to his/her direct reports directly to the Remuneration Committee in accordance with the principles in this policy.

12 Professorial and Senior Salaries Committee

The Professorial and Senior Salaries Committee considers and approves cases on an individual basis and confirms the overall pay recommendations to be put to the Remuneration Committee. The Committee is made up of the Vice-Chancellor, the College Pro Vice-Chancellors, the Chief Operating Officer, and the Deputy Vice-Chancellor supported by the HR Director. The Remuneration Committee will review the remit of the Professorial and Senior Salaries Committee.

The role of the Professorial and Senior Salaries Committee is to:

- Consider the financial envelope for pay-bill increases in the light of the Remuneration Committee's preliminary determination and more recent financial information and make any recommendations for adjustment to the Remuneration Committee;
- Monitor and approve pay recommendations for all senior staff based on information provided about the distribution and pattern of awards within each College/the Professional Services;

⁵ or such other person as the Vice-Chancellor may appoint

- Ensure that the appropriate balance between base pay and lump sum awards is kept in accordance with the pay policy;
- Ensure that correct process has been followed;
- Monitor, and if appropriate adjust recommendations in relation to the overall impact on the pay bill;
- Consider a report detailing the effect of recommendations by gender and race in order to monitor, and if appropriate adjust recommendations for internal equity in accordance with the University's normal equalities and diversity monitoring criteria.
- The Committee provides the final moderation of the process and undertakes a detailed review of the recommendations made or endorsed by the PVCs and the Chief Operating Officer. It does not consider those relating to the VC and VC direct reports.

13 Remuneration Committee decision

The Remuneration Committee considers the assessment of the performance of senior staff and any recommendations for review. It also considers those relating to the VC and his direct reports. Following decision by the Remuneration Committee, the outcomes of the Review are communicated and implemented.

14 Review provision

If an individual feels that due process has not been followed in the review process, or wants to query the outcome, they should in the first instance discuss the matter with their Head of School/Director of Professor Services responsible for the assessment. If this does not resolve the issue, the follow-up discussions should follow the same route as for dealing with grievances.

15 Out-of-cycle basic pay reviews

In exceptional circumstances only, the University may review pay for individual job-holders during the course of the year. The Remuneration Committee has made specific levels of delegation to the Chair of the Remuneration Committee and/or the Vice-Chancellor to make decisions on such out-of-cycle reviews. Conditions may be attached to any such award. All awards are reported to the Remuneration Committee.

For such an adjustment to be authorised there must be evidence of a significant business or reputational risk to the University if no pay adjustment is made. Prior to consideration of an offer of a pay increase all other possible options must be explored, for example changing or enhancing job responsibilities.

A written proposal for any out-of-cycle adjustment should be submitted in writing, with a business case, by the Head of School to the College Pro Vice Chancellor or by the Director to the Chief Operating Officer. If endorsed by the College Pro Vice Chancellor or Chief Operating Officer, the case should be submitted to the Director of HR for Vice Chancellor approval in line with limits agreed by the Remuneration Committee. Increases above this level may be made following consultation with the Chair of the Committee.

16 Market Supplements

There will be occasions when the total reward package may not match equivalent remuneration levels offered for comparable posts in the wider labour market, which on occasion, lead to recruitment and retention difficulties. In such circumstances, where there is a clear business need supported by objective market data, the University will consider and apply as appropriate a market supplement payment, in addition to the normal reward package for such a post.

17 Monitoring

Cardiff University has a strong commitment to being a fair employer and its reward policies and practices aim to reflect this. The University will continue to monitor pay on appointment, pay recommendations and outcomes as part of the pay review process and out of cycle pay reviews. This information will be used to check out potential areas of inequalities or anomalies. Line management will be asked to take the outcomes of monitoring into account when making any pay decisions.

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3	April 2022	Policy revision to ensure accuracy and changes made since last review	May 2027	HR Reward Manager
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