PROFESSORIAL PAY AWARDS GUIDANCE 2019

1. Introduction

1.1 The Remuneration Committee of Council has approved the framework for discretionary pay awards for the Professoriate.

1.2 At grade 10, salaries are individually negotiated, subject to a minimum pay level which is currently £60,905 per annum. No incremental scale applies to grade 10, unlike the standard grades (grades 1 – 9).

1.3 The programme is designed to encourage and reward exceptional performance results, values and behaviours which help to drive the University’s mission, and Strategic goals as stated within the University’s Strategic Framework, Sussex 2025, and in any cascading School/Divisional Strategies.

1.4 The Strategic Framework document is in its second year and therefore the values, behaviours and Strategy, should now be embedded within all aspects of work at the university.

2. Eligibility

2.1 Exceptional performance is that which is felt by the University to denote a level of performance that goes significantly beyond that which would normally be expected and therefore merits an appropriate financial award.

2.2 Although the Professorial pay review programme will be driven primarily through self-nomination, Heads of School will pro-actively work to encourage all high-performing members of the Professoriate, unless newly appointed/promoted, to put themselves forward for consideration for pay awards.

2.3 The Professoriate will be eligible to nominate themselves, provided that they have been in post on the effective date of the award (1st October) for over six months, have not been recently promoted, and are not subject to a capability process or a performance improvement plan.

2.4 Heads of School will have the discretion to nominate between 5% - 10% of the best performing staff from their school.

3. Equality of Access

3.1 It is now a mandatory requirement that Heads of Schools and members of UEG/ULT complete the online Unconscious Bias training prior to making recommendations.

¹ Excludes professors on clinical academic contracts who are subject to a separate, national pay scale and process.
under this process and pay due regard to the points raised. HR will contact those colleagues who have not completed this training to ensure this is completed prior to the assessment process.

3.2 As with previous years there will be an emphasis on equity this year, in particular in terms of the distribution of awards relative to the ethnic and gender mix within the school.

3.3 Each Head of School will be required to provide a statement explaining how they have ensured equity, specifying actions that they have taken to address any particular disparities that have come to light.

3.4 The Reward Team will be responsible for the equalities monitoring of the programme over time and will report as required to UEG.

4. Performance Criteria

4.1 The performance criteria required for awards are specific and applied within each School and are established to align the individual's efforts with the School's Strategy, which in turn, supports and helps deliver the University's mission and Strategic goals as described in the Sussex 2025 Strategic Framework document.

4.2 Consideration of an award under this policy will also refer to the University's values (contained in the Sussex 2025 Strategic Framework), and the new Dignity and Respect Policy, (an outcome from the 2018 staff survey), for context the University believes that the behaviour of staff in delivering outcomes are as important as the outcomes themselves, as such an assessment of an individual's performance should include their behaviours as defined within the applicable policies.

5. Process

5.1 Heads of School will invite applications for Professorial pay awards using the relevant application form.

5.2 HR will provide Heads of School with spreadsheets at the launch of the process, setting out the current salary band, grade points and salaries for each member of the Professoriate in their School.

5.3 The evidence set out in the applications will be assessed by the Heads of School. However Schools may find it helpful to set up an internal panel of senior staff to assess the nominations that are received within their area.

5.4 While it is not a mandatory requirement of the process, if Schools decide a panel would be beneficial, membership of that panel should be carefully considered, it is recommended that the diversity of the School is reflected in the composition of the panel.

5.5 Those applications which are approved will be reviewed with the Provost and the Director of Human Resources at a moderating meeting, (detailed in section 6 below), and put forward for awards. Heads of School will rank all awards and take the application forms and spreadsheet to the Moderating Meeting with the Provost and Director of HR to discuss awards and rankings. However please note that the provisions in 2.4 above will apply, i.e. a maximum of 10% of all staff within the school will receive an award, therefore ranking of those nominated for an award is important.
5.6 In order to help ensure a consistent, robust and fair process of issuing pay awards, and also recognising that the Professoriate comprises a wide range of experience and academic standing, from those newly appointed to a Professorship to those of world renown, the notion of bands ranges has been developed to help guide recommendations for pay awards. Please note that pay awards may take the form of either a consolidated award (i.e. an increase in salary in recognition of sustained contribution), or a non-consolidated award (i.e. a one-off lump sum payment in recognition of recent high-performance or delivery of a project). Both consolidated and non-consolidated awards, will be for one of the following values: £1,500; £2,000; £2,500; or £3,000.

5.7 HR Business Partners will join the Head of School to review the submissions, and will be able to advise on reward submissions and matters of process.

5.8 All completed DPR forms and award spreadsheets must be provided to the central Reward Team for processing by 2nd December each year, emailed to reward@sussex.ac.uk.

5.9 Only submissions using the current documentation format will be accepted.

5.10 The full recommendations and costs of the process will be considered at a meeting comprising the Vice-Chancellor, Provost, Chief Operating Officer, Director of Human Resources and Director of Finance.

5.11 Payroll will process the awards for payment and these will normally be paid with the January pay date each year with an effective date of October 1st in the previous year. HR will prepare letters for those staff who have been successful, confirming the change in salary, for distribution to Heads of School, so that they can be given to staff in person by their line manager.

6. Moderation

6.1 The moderation process will be same as in previous years. Heads of School will meet the Provost and the Director of Human Resources to discuss their cases, particular emphasis will be placed on equity and diversity.

6.2 There is no right of appeal against a decision not to grant a pay award, but an individual may request feedback from the Head of School on the decision made.

6.3 The Remuneration Committee will review reports provided by Human Resources on equality statistics and maintain oversight of the cost envelope in order to ensure that the process operates within the allocated financial provision.
## Appendix 1

<table>
<thead>
<tr>
<th>Indicative Professorial Bands and Salary Ranges Band and Award</th>
<th>Salary Range</th>
<th>Indicative Performance Criteria (over and above appointment criteria)</th>
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</table>
| Band A High Performance                                       | £80,000 +    | Research: Highly prestigious academic publications  
Award of research prizes of international distinction  
Leadership of a major research team with significant external recognition through funding  
Major cluster of research students with sustained track record of successful supervision  
Track record of major research funding, including platform/major grants  
Invitations to chair grant awarding bodies or major panels  
Teaching and Learning: Evidence of sustained, excellent student feedback  
Design, delivery and assessment of high quality, sustainable programmes  
Proven innovative teaching practice, typically adopted as best practice by others outside the institution at national level and some international recognition  
Leading curriculum development teams, including cross-disciplinary initiatives and/or working with partners with demonstrated improvements to the student experience and/or recruitment / retention/employability  
Consistent involvement in external examining at research-intensive universities  
Books or articles on pedagogy  
Publication of a highly regarded HE text book  
Development of educational software  
Enterprise: Transfer of intellectual property into the wider economy  
Nationally acclaimed enrichment of wider culture through creativity in the humanities  
Leadership of a major knowledge exchange activity conferring significant financial benefit to the university  
Exceptional contribution to the development of business and community links which bring tangible benefits to the University  
Leadership and Service: Major leadership role within the University, creating significant performance improvement  
Development, mentoring and career management of staff and research students  
Enhancing international standing of the School and University  
Membership of national academic policy-making bodies  
Editorship of academic publications  
External and visiting appointments at prestigious universities  
Invitations to deliver distinguished named lectures or lecture series  
Elected to key posts in learned societies  
Invited as external assessor in professorial appointment panels at research intensive universities |
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| Band B  
Fully Performing – the expected career band | **Research**  
Prestigious academic publications  
Award of research prizes of national distinction  
Collaboration with other organisations  
Supervision of research students  
A year-on-year flow of research funding with notable awards in terms of size or scope |
| **Salary Range** | £66,000 - £79,999 |
| **Teaching and Learning** |  
Evidence of sustained, excellent student feedback  
Design, delivery and assessment of high quality, sustainable programmes  
Proven innovative teaching practice, typically adopted as best practice within the institution and some national recognition as best practice  
Leading curriculum development teams, including cross-disciplinary initiatives and/or working with partners with demonstrated improvements to the student experience and/or recruitment / retention/employability  
Consistent involvement in external examining at research-intensive universities  
Books or articles on pedagogy  
Publication of a highly regarded HE text book  
Development of educational software |
| **Enterprise** |  
Transfer of intellectual property into the wider economy  
Enrichment of wider culture through creativity in the humanities  
Contribution to the development of business and community links which bring tangible benefits to the University |
| **Leadership and Service** |  
Leadership role within the University, creating significant performance improvement  
Development, mentoring and career management of staff and research students  
Enhancing international standing of the School and University  
Membership of national academic policy-making bodies  
Editorship of academic publications  
External and visiting appointments  
Invitations from grant awarding bodies to act as reviewer  
Invited as external assessor in professorial appointment panels at research intensive universities |
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| Band C Normally newly appointed               | £60,905 - £65,999 | Research
Peer reviewed publications and increasingly prestigious academic publications
Invitations to address international conferences
Collaboration with external organisations
Supervision of research students
A year-on-year flow of research funding

Teaching and Learning
Evidence of sustained, excellent student feedback
Design, delivery and assessment of high quality, sustainable programmes
Innovative teaching practice
Leading curriculum development teams
Consistent involvement in external examining
Books or articles on pedagogy
Development of educational software

Enterprise
Transfer of intellectual property into the wider economy
Enrichment of wider culture through creativity in the humanities
Contribution to the development of business and community links which bring tangible benefits to the University

Leadership and Service
Active participation in University, creating significant performance improvement
Development, mentoring and career management of staff and research students
Enhancing international standing of the School
Advancement of discipline by distinctive contribution to intellectual leadership, professional, clinical or vocational practice
Membership of an RCUK peer review college