



The
University
Of
Sheffield.

Human
Resources.

Director of Human Resources

Mr Andrew Dodman, BSc, MBA, FCIPD

Post to: Human Resources, The University of Sheffield,
The Arts Tower, Western Bank
Sheffield, S10 2TN

In Person: Level 1 Reception, The Arts Tower

5th May 2015

Dear JUCC staff-side colleagues

Re: The University of Sheffield Grading Scheme Joint Agreement for the Implementation of the National Framework Agreement (LFA 2015 Version) : Memorandum of Understanding

Further to recent negotiations and the resultant revised LFA 2015 (enclosed) I am pleased to confirm our onward commitment to work jointly with you on a review of the following:

- The career trajectory of staff appointed to Grade 6;
- The boundary between Grades 6 and 7, including consideration of the length of the grades (with the aim of lengthening Grade 6 and shortening Grade 7), and the impact of progression through Grade 7.

Career trajectory of staff appointed to Grade 6: This relates to the acknowledgement in the 2005 LFA that grade 6 may be the entry grade for staff embarking on a 'professional' career, and a commitment that staff appointed to Grade 6 will be given particular consideration for progression to Grade 7 after 3 years in the grade, following an analysis of their job on the basis of the criteria in the Grade Profiles. The 2005 LFA also states that staff appointed to grade 6 as an entry level will be supported through SRDS to help them develop sufficiently to meet the requirements of the grade profile for Grade 7.

Grade 6/7 boundary and Impact of Progression through Grade 7: Further to the outcomes of an earlier joint review in 2008, the University determined that it was not appropriate to delete point 28 from Grade 7 due to cost restraints. However, the University will undertake a joint review with Trade Unions in 2016 to consider the length of grades 6 and 7, and the impact of progression through Grade 7, though preliminary discussions may be held before this date. The review will be undertaken in cognisance with the National Framework Agreement, and its Memorandum of Understanding.



A smaller-scale review of the reward arrangements for Five out of Seven day working, overtime payments and rest day working (Section 5a – 5d of the LFA 2015 version) may also be required, for example, if any agreed outcomes of the current portering review dispute signify that changes are necessary to current arrangements within the collective agreement.

In addition I note the ongoing joint commitment of all parties to enter into future reviews of the Local Framework Agreement and the grade structure in light of changes in circumstances, either nationally or locally.

We have also highlighted through our negotiations that some further joint policy development work may be helpful to assist with capability case management where there is a contributing factor relating to disability or a medical condition. We will work with you through the existing sub-group of JUCC for policy development to consider whether it would be appropriate to make further revisions to our existing policy and guidance (e.g. the Sickness Absence Management policy and Reasonable Adjustments guidance).

I do hope that with our commitment to the above, and the revisions to the enclosed Local Framework Agreement 2015, will move us towards a position where you feel able to recommend to your members the proposed changes to reward and recognition at the University of Sheffield.

Yours sincerely



Andrew Dodman
Director of Human Resources



Reward and Recognition Review – A Joint Statement from the University and trade unions

In October 2013 the University introduced a revised set of [strategic principles](#) which reflect how it wants to reward and recognise staff to support our ambition to be a world class teaching and research institution.

In June 2014 negotiations commenced with the recognised trade unions (UCU, UNISON and Unite) on the local agreement governing reward for staff in grades 1-9 of the University of Sheffield Grading Scheme, which was originally jointly agreed in 2005.

These negotiations have now concluded and an agreement has been reached which aligns more closely to the strategic aims in three key areas:

- **REWARDING CONTRIBUTION:**

The University will continue to recognise the contribution that individual staff make to its ongoing success.

Staff will, as before, receive annual increments through progression in grade, which recognise the growth of experience and skills.

New arrangements will replace existing Exceptional Contribution Awards (ECAs) and consolidated ECA arrangements. The changes will mean that faculties/departments may determine a greater reward for those staff who have contributed over and above expectations, by progressing their pay more quickly through the grade or by giving increments in the exceptional range.

Changes to the University's Capability procedure recognise where it is not appropriate for staff to receive pay progression in the exceptional circumstances where staff performance is being formally managed.

- **PROMOTIONS & RE-GRADING:**

Changes to the principles which underpin promotions and re-grading processes for staff in grades 1-9 will ensure that there are clear organisation-led routes for decision-making, and ensure that processes can be more responsive and timely to University need.

- **SRDS:**

SRDS reviews will continue to be the forum for an annual discussion between staff and their manager to: review progress against previous objectives and role expectations; provide feedback; discuss future plans and set objectives; and plan for support and development.

There will no longer be a requirement to provide a numerical rating to staff through SRDS, though the feedback given on performance and contribution will be important in informing reward and promotion decisions.

7 May 2015



The
University
Of
Sheffield.



University and College Union



the public service union



Signed:

For the University:

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Date:

7 May 2015.

For UCU:

.....

Date:

7/5/2015

For UNISON

.....

Date:

7/5/2015

For Unite:

.....

Date:

7/5/2015



The
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Human
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THE UNIVERSITY OF SHEFFIELD GRADING SCHEME

**JOINT LOCAL FRAMEWORK AGREEMENT
FOR**

**THE IMPLEMENTATION OF THE NATIONAL FRAMEWORK AGREEMENT
FOR THE MODERNISATION OF PAY STRUCTURES**

'LFA 2015 Version'

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APPENDICES

Appendix 1 – The grade structure for grades 1-9

1. Introduction and joint declaration

This document is jointly agreed by the University of Sheffield and its recognised trade unions UCU, UNISON, Unite the Union and GMB and is underpinned by the National Framework Agreement for the Modernisation of Pay Structures (NFA) and its Memorandum of Understanding. It is intended to work alongside, rather than supersede the principles contained within either the NFA, or its appendices.

5th May 2015

Signed



For the University

Date 7 May 2015.

Signed


Claire Laycock

For GMB

Date
05/05/15

Signed



For UCU

Date 7/5/2015

Signed



For Unison

Date 7/5/2015

Signed



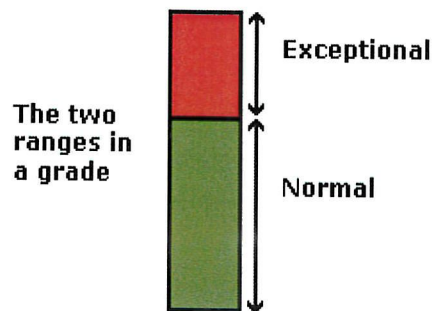
For Unite

Date 7/5/2015

2. Grade structure and salaries

A single 9 grade structure – The University of Sheffield Grading Scheme - for all staff up to senior lecturer and equivalent, except clinical academics.

Each grade will be made up of a number of points from the national pay spine with each grade having two ranges of points: the normal range and the exceptional range.



The key and typical responsibilities and requirements of jobs in each of the nine grades in the grading scheme are defined in the Grade Profiles and summarised in the Grade Profiles Supplement.

The Grade Profiles are underpinned by Hay Job Evaluation, and shall be reviewed from time to time to ensure that they remain relevant and current.

The nine grade structure can be found in Appendix 1.

3. Terms and conditions

The agreed and negotiated terms and conditions are:

Grades 1 - 5

Hours of Work: 35 per week.

Overtime: Up to 40 hours, paid at time. Over 40 hours paid at time and a half.

Annual Leave: 27 days, plus 3 closure days, plus 8 Bank Holidays.

Pension scheme: The University of Sheffield Pension Scheme.

Grade 6

Hours of Work: 35 per week.

Overtime: Up to 40 hours, paid at time. Over 40 hours paid at time and a half.

Annual Leave: 27 days, plus 3 closure days, plus 8 Bank Holidays.

Pension scheme: Universities Superannuation Scheme.

Grades 7- 9

Hours of Work: Nominal 35 per week.

Overtime: Not applicable.

Annual Leave: 30 days, plus 3 closure days, plus 8 Bank Holidays.

Pension scheme: Universities Superannuation Scheme.

Sick pay entitlement is the same for all grades:

	Full Pay	Half Pay
Year 1 – first 3 months	2 weeks	2 weeks
Year 1 – after 3 months	2 months	2 months
Years 2 and 3	3 months	3 months
Years 4 and 5	5 months	5 months
After 5 Years	6 months	6 months

Notes

- Part time hours and leave will be pro rata.
- Individual working patterns will be agreed in order to meet local business needs; no changes will be made to existing working patterns without individual agreement.
- All paid overtime must be agreed in advance and may be taken as time-worked off in lieu.
- All staff in Grades 1 to 6 will have 5 agreed days of work (for most staff these will be Monday to Friday) and all hours up to 40 worked within this standard working week will be paid at plain time; any hours over 40 will be paid at time and a half. Any hours worked on days 6 and 7 will be paid at premium rates.
- Closure days will be agreed by Council each year and will normally be expected to lie between Christmas and New Year.
- Protection of leave for staff in Grade 6, who currently have 30 days plus 3, will be dealt with at departmental level.

3a. Premium rates

A number of premium rates will apply for staff in Grades 1 to 6:

- x 1.3 for work between 10.00 pm and 6.00 am
- x 1.5 for all hours worked on the 6th worked day of the week
- x 2 for all hours worked on the 7th worked day of the week
- x 2 for all hours worked on University Closure Days
- x 2 for all hours worked on Bank Holidays (plus time-worked off in lieu).

Shift allowances will be based on 18% (for rotating shifts) and 11% (for alternating shifts) of Grade 2 point 1.

3b. Overtime

Overtime is defined as hours worked over and above the contractual hours laid down in an individual's contract of employment. Payment will be made to staff in grades 1 to 6 inclusive in respect of any hours worked, and previously agreed with the individual member of staff's manager, in excess of the contractual norm. Alternatively an equivalent number of hours to those worked as overtime may be taken as time off in lieu at a later date. To avoid any subsequent misunderstanding, it should be agreed in advance of the hours being worked whether additional payment would be made or time off in lieu taken.

Payment will be at flat rate until 40 hours have been worked in a week, increasing to time plus a half in respect of any hours worked over 40. In line with the arrangements for payment for working on rest days, payment will be at the rate of time plus a half for all overtime hours worked on the first rest day in a week and at double time in respect of hours worked on the second rest day in any week.

3c. Unsocial Hours Payments

a) Shift Allowances

Shift Allowances will be paid to staff in grades up to and including grade 6 whose working hours change according to a prearranged rota to cover the full 24 hours of the day or a lesser period of at least 11 hours in 24. The former are known as rotating shifts and the latter as alternating shifts.

b) Rest day working

All staff in grades 1 to 6 inclusive will have agreed hours and rostered days of work. All hours within the standard working week that are worked in the first five days of the week will be paid at plain time irrespective of the particular days on which these fall (for most full-time staff this will be Monday to Friday). Hours worked on the sixth day will be paid at time plus a half and hours worked on the seventh day will be paid at double time.

N.B. Nothing in this agreement affects the procedure for varying an individual's working pattern. As before this should be done with the agreement of the individual concerned and with the involvement of the Trade Union as appropriate.

c) Working on Bank Holidays and University closure days

Staff in grades up to and including grade 6 will receive double time plus time off in lieu for all agreed hours worked on Bank Holidays, and either double time or time off in lieu for all hours worked on University closure days.

d) Night work

Payment at the rate of time plus a third will be paid to all staff on grades 1 to 6 inclusive in respect of all agreed hours worked between 10-00pm and 6-00am. These payments do not apply to staff in receipt of a shift allowance (see above) or if the hours in question are already attracting a higher premium.

3d. Five out of seven day working

A system of five out of seven day working operates, by which it means that individuals will only receive unsocial hours premium payments for hours worked on their rest days, irrespective of on which days in the week these may fall. Unsocial hours premium payments is not be paid in respect of any hours which form part of the standard working week. It must be stressed that the University will not by the introduction of five out of seven day working be seeking to change the days on which individual members of staff currently work. If this were to be necessary this would as at present be by discussion and agreement.

The University has introduced this system for two main reasons:

Equality of treatment for all staff, so that all staff are rewarded equally for working their standard working week

To ensure that the University remains competitive

3e. Benefits in kind

The pay and grading structure is based on the fundamental principle that all staff, whose job has been judged as being of a size to cause it to be placed in a particular grade, should receive the same level of reward irrespective of the nature or the location of their job within the University. This means that no free benefits in kind should be made available to staff based purely on their work location or the particular activities carried out by the member of staff or their Department.

It is however recognised that there will be occasions when members of staff do have to be provided with equipment to enable them to fully carry out the requirements of their role (e.g. mobile phones). In these situations the individual would be expected to re-imburse the University in respect of any personal benefit they gained from their use.

3f. Pensions

All new staff will be eligible to join the appropriate pension scheme for their grade.

4. Staff Review and Development Scheme

The Staff Review and Development Scheme (SRDS) is a review of the previous year in relation to agreed objectives; setting and agreeing new objectives; contribution assessment; and development review. All staff will have an annual review with their line manager.

4a. Principles of SRDS

The University of Sheffield's Staff Review and Development Scheme applies to all members of staff.¹

SRDS is a full, honest and transparent conversation about contribution and performance against objectives and expectations for the role. It will be the forum for setting future objectives which align to University ambitions, and identify development needs. It is based on the following principles:

- a. SRDS is an opportunity for a reviewer to recognise and discuss the contribution of the staff member and provide feedback on how well staff have met objectives;
- b. Staff and reviewers to discuss how work is going, including any issues or clarifications around performance, contribution, and expected standards;
- c. Staff and managers to discuss the support the staff member has received over the year, and expectations of support in the coming year;
- d. Staff and reviewers to set future objectives which are aligned to Faculty/ Departmental aims and University ambition;
- e. Staff to identify, with support from their reviewer, future developmental needs to meet agreed objectives and ambitions;
- f. Staff to reflect on development undertaken and how this may impact on achieving future ambitions;
- g. There is an expectation that the review of staff performance and contribution will inform decisions relating to staff rewards, and will reflect the feedback given to staff during SRDS;
- h. There should be a process both at departmental and University level for monitoring and moderating the outcomes of the scheme;
- i. There should be transparent procedures for implementing the outcomes of staff review and development meetings;
- j. SRDS is not the mechanism for withholding increments;
- k. It provides a route for the instigation of performance improvement measures;
- l. The scheme should be reviewed on a regular basis.

¹

Clinical academic staff are required to follow the process for SRDS to assess the academic element of their role.

5. Progression within the grade

Each grade is split into two ranges:

- o Normal range
- o Exceptional range (beyond exceptional threshold).

5a. Principles of Progression:

Transparent processes will provide staff in grades 1-9 with opportunities for progression within the grade:

- a. Progression within each grade will reward the acquisition of experience, skill and contribution;
- b. Staff will have a normal expectation that progression from point to point up to the exceptional threshold will take place on an annual basis, subject exceptionally to existing procedures for dealing with performance problems, when a staff member would not normally expect pay progression;
- c. There are separate existing capability and disciplinary procedures which include the arrangements which could allow for the withholding of increments;
- d. Accelerated progression, including progression into the exceptional range will reflect sustained exceptional contribution by the job holder;
- e. If the role holder is in the normal range, progression for exceptional contribution is in addition to standard progression from point to point through the normal range;
- f. The Head of Department or Executive team will be responsible for decisions relating to accelerated progression and progression into the exceptional range;
- g. The decisions made need to be reflective of the SRDS discussion;
- h. Decision making will be robust, fair and objective;
- i. The Head of Department or delegated person will provide feedback on progression to the staff member;
- j. A University wide review of outcomes will be undertaken annually with the aim of informing the equality and fairness of the application of pay progression in grade in the future.

6. Promotion and Regrading

Promotion and Regrading are transparent processes which provide staff with opportunities to progress between grades 1-9.

6a. Principles of Promotion and Regrading

- a. Promotion occurs where departments identify a future need for a role at a higher grade than the promotion candidate's current role. Eligibility for promotion will be based on an assessment of staff capability to perform at a higher level;
- b. Regrading is a process where a role has developed and grown to an extent that the department identifies that the size of the role needs re-evaluating;
- c. Staff will be given opportunities and encouragement to develop in ways which support University and Faculty vision;
- d. All decisions relating to promotions and re-grading should be based around the Departmental/Faculty people plans, future operational needs and budgetary considerations; (funding plans should take account of the importance of staff development);
- e. Processes will be robust and fair and where appropriate will reflect differences for different groups of staff;
- f. A staff member can request for their role to be job evaluated where they consider the demands of the role to be at a higher grade;
- g. If, as a result of a re-grading exercise, a staff member considers the outcome of the job evaluation to be incorrect they may request a re-evaluation of the job;
- h. To ensure all staff are paid at the appropriate rate for the role being undertaken, promotions and re-grading will be underpinned by job evaluation;
- i. A University wide equality review of outcomes will be undertaken annually.

6b. Additional Point relating to promotion and regrading

- a. Promotion and regrading to grade 7 will be to spine point 29.

7. Additional payments

A number of additional payments will be available for:

Temporarily 'acting up' to a job of a higher grade

Undertaking defined roles in addition to the substantive post

On call and call out.

7a. Acting Up

Circumstances arise when it will be appropriate to reward an individual for undertaking the responsibilities of a higher graded job for a period of time. This is usually because of absence of the usual post holder (long term sickness, maternity, secondment etc), or because the post is only available for a limited period of time.

Payment will reflect the difference in grade and salary between the individual's substantive post and the post that is being acted up to, and the proportion of the higher grade duties that are being assumed.

The payment will be based on the difference between the individual's current salary and the bottom point of the higher grade, or three incremental points whichever is the greater. Once the base payment had been established this should be multiplied by the proportion of the duties being carried out, to arrive at the additional sum to be paid. This will be determined precisely by the Head of Department in conjunction with HR.

It should not be automatically assumed that payment will, or should be, made in the circumstances described above.

Payment will not be made where:

1. the role of "Deputy" is included in the standard job description/summary (although this may need to be reviewed if the situation lasted for an inordinate length of time)
2. the time scale is limited to less than 1 month for staff on grades 1 to 6, or 3 months for staff on grades 7 to 9
3. the additional responsibilities are regarded as a development opportunity and/or a natural growth of the job
4. the duties taken over are consistent with the current grade of the member of staff who is providing cover e.g. a lecturer taking over the teaching responsibilities of a senior lecturer.

7b. Additional Roles

There are a small number of roles in the University that are performed by individual members of staff in addition to the role on which their assimilation to the new grading structure will be based.

Because of the distinction between the additional role and the main post, and the temporary nature of the appointments, some of these additional roles will be rewarded separately rather than through their grade salary.

The roles which the University would clearly want undertaking and which are not central to the main role are usually undertaken by academics for a limited number of years and would be difficult to assess as part of their role profile.

7c. On Call and Call Out

On call and call out arrangements will be put in place where staff in any grade, on a regular basis, have to be "on call" and who are subject to "call out" to perform duties out of normal working hours, and also those staff who on a less regular basis have to respond to emergency situations. Any arrangements that are in place will be consistent in approach across the University, equitable in application, and ensure that the university's operational needs are best met.

The following will be taken into account in determining the payment:

Where the work is linked to the individual's skill base the payments will be linked to salary.

In the case of "on call", the payment will reflect the frequency of providing the cover. For call outs the payment will reflect the duration of the attendance at the workplace with a minimum payment being made.

Consideration will also be given as to how best to reward staff who are able to perform "call out" duties from home.

Where the payment constitutes a consistent and predictable component of income, consideration will be given to it being superannuable.

To ensure clarity the need to perform "on call" and "call out" duties will be written into the contract of employment of those staff whose role requires them to be available to perform these duties.

7d. Additional Payments and Superannuation

In determining whether an additional payment is superannuable or not the key test is whether or not the payment can be regarded as

- a) an integral part of the reward for the job
- or b) a temporary addition

On this basis payments for taking on temporary additional responsibilities are unlikely to be superannuable whilst those made in respect of an activity such as for being "on call" which will continue into the foreseeable future are likely to be superannuable.

Overtime payments would not usually attract superannuation except in those circumstances where overtime is built into the working week as part of an agreed rota. In these circumstances, as the overtime is a permanent component of the pay, it would be treated as superannuable.

8. Market supplements

The following principles will be applied in implementing market supplements:

A market supplement is a separately identified addition to the basic (grade-related) pay for a job made to increase total pay to a level at which suitable staff can be recruited and retained.

Market supplements may be paid to all staff in one particular job because of the market value of that job or they may be paid to one individual or group of individuals because of their personal market worth.

The implementation of a market supplements policy at Sheffield will be guided by the Framework Agreement and be compliant with Equal Pay legislation.

Market supplements should only be paid in exceptional circumstances, once alternative options have been considered, where there is unequivocal evidence of an external market and where the market salary level exceeds that in the main grade.

A business case must be made for each market supplement, and it must be demonstrated that any skills being rewarded through the application of a market supplement are essential to the job.

If personal pay data, quoted by applicants or existing staff, is used, evidence must be presented in support of the claim.

Market supplements will be subject to review and, where circumstances indicate, may be withdrawn.

8a. Market supplement procedure

The purpose: To supplement salary, where there is clear evidence of a higher external market.

The applicability to staff groups: For staff at higher grades, a supplement would normally be considered to be applicable only to the individual, whereas at lower grades a market supplement might be applicable to a number of staff.

Market supplements should only be used in exceptional circumstances, where there is unequivocal evidence of an external market and where the market salary level exceeds that in the main grade.

The Business Case

1. The use of a market supplement should be considered once other methods of recruiting and retaining staff have been shown to be ineffective. Examples of other methods include: providing career opportunities or exploring alternative recruitment strategies.
2. A business case for each market supplement must be demonstrated (quantitatively) using a combination of the following methods to determine salary:
 - Published pay surveys
 - Special surveys conducted by the University or other institutions within the HE Sector
 - Analysis of job advertisements

Note: If personal pay data, quoted by applicants or existing staff, is used, evidence must be presented in support of the claim.

The University must prove that any skills being rewarded are essential to the job. A cost benefit analysis is required to compare value to the University against cost.

The following must also be taken into account:

- The number and pay of the staff carrying out similar work in the University.
- The impact of Equal Pay legislation.
- The cost impact to the University.

Recording and paying the supplement

3. In order to protect the University from equal pay claims, a decision to pay a market supplement will be decided by the Human Resources Director in conjunction with a Pro-Vice-Chancellor as appropriate.
4. The supplement should not exceed 20% of the grade salary exceptional threshold, and should be paid as a non-superannuable allowance through the payroll, thus ensuring that it is indicated on the monthly payslip.
5. The value of the supplement should be kept in line with cost of living increases.
6. A rationale must be completed for each member of staff in receipt of the supplement and kept in the relevant file.
7. Information relating to market supplements will be included in the contract of employment.

Withdrawing the supplement

8. The University reserves the right to reduce or withdraw a market supplement if it is no longer applicable or appropriate to the job in question. This information will also be included in the contract of employment.
9. The decision to reduce or withdraw a supplement will be based on data obtained from a combination of the following:
 - Published pay surveys
 - Special surveys conducted by the University or other institutions within the HE Sector
 - Analysis of job advertisements
10. Notice of 3 months will be given to relevant staff for the withdrawal of a supplement.

Review

11. Reviews of supplements that have been 'awarded' should be carried out annually. Analysis of the number and level of supplements awarded should be carried out in terms of staff groups and according to gender, disability race etc. Outcomes of the review could include: retention, removal, freezing with no cost of living increase.
Note: A fast track approach will be available.

Appendix 1 – The grade structure for grades 1-9

Grade 9	10	54	
	9	53	
	8	52	
	7	51	
	6	50	
	5	49	
	4	48	
	3	47	
	2	46	
	1	45	11
		44	10
		43	9
		42	8
		41	7
		40	6
		39	5
		38	4
		37	3
Grade 7	12	36	2
	11	35	1
	10	34	
	9	33	
	8	32	
	7	31	
	6	30	
	5	29	9
	4	28	8
	3	27	7
	2	26	6
	1	25	5
		24	4
		23	3
		22	2
		21	1
		20	
		19	
Grade 5	9	18	8
	8	17	7
	7	16	6
	6	15	5
	5	14	4
	4	13	3
	3	12	2
	2	11	1
	1	10	
		9	
		8	
		7	
		6	
		5	
		4	
		3	
		2	
		1	
Grade 3	7	6	4
	6	5	3
	5	4	2
	4	3	1
	3	2	
	2	1	
	1		
Grade 1	3	3	1
	2	2	
	1	1	

Points	Description
	Normal range
	Exceptional range

