

Senior Staff Remuneration – Rewards and Recognition Procedure (Professors, Professional Services Grade 10, Heads of Department)

1. Introduction

1.1. This document details SOAS University of London (School) procedures for annual pay awards for Grade 10 staff (and Academic Heads of Department who are not also Professors).

2. Eligibility

2.1. The procedure applies to:

- Professors (Grade 10);
- Senior Professional Services staff (Grade 10);
- Academic Heads of Department (who are not also Professors)

2.2. There is a separate procedure for pay awards for Senior Post-holders.

2.3. Human Resources will usually communicate the beginning of the Senior Staff remuneration procedure to all senior staff in the earlier part of Term 3. Pay awards are implemented with effect from 1 August following the consideration of applications.

3. Decision making bodies

3.1. Pay awards for Grade 10 post holders (except Senior Postholders) are considered by an Internal Advisory Panel (IAP) who makes recommendations on all applications to a sub-committee of the Board of Trustees. Recommendations from the IAP are usually considered by the sub-committee of the Board of Trustees at their meeting each year in July.

3.2. The Internal Advisory Panel (IAP) is made up of the Senior Post-holders. At this time of writing this includes:

- Director;
- Deputy Director and Provost;
- Pro-Director (Research & Enterprise), and
- Chief Operating Officer (Secretary and Registrar).

The Director of HR or their delegate acts as Secretary to the IAP.

4. Application Process

4.1. All eligible staff are expected to provide an application at least every three years based on activity over the last three years. They may also apply for an “in-term” award if they have received a pay increase within the past three years. This is a smaller award intended to reward exceptional performance.

4.2. Line managers of Professors, G10 Professional Services staff or Academic Heads of Department may complete an application on behalf of someone who does not wish to nominate themselves. Equally, the IAP may recommend salary increases where there consider that there are internal equity or market rate issues that need to be addressed.

4.3. The IAP will consider applications from relevant post holders, which must also include a Supporting Statement from:

Professors	Head of Department
Professional Service G10	Chief Operating Officer
Head of Department (all grades)	Deputy Director and Provost

4.4. In exceptional circumstances a Supporting Statement may be provided by an alternative Senior Postholder. In these cases, the IAP will consider both the application and the reason why an alternative Supporting Statement has been provided.

4.5. The Supporting Statement should state whether the pay increase is supported with reference to the relevant criteria. Decisions cannot be made without a Supporting Statement.

4.6. The Panel may, in addition to the information provided through the application process, call for any further information or take such other advice as it considers necessary at any stage in the process.

4.7. There is no limit on the award that can be made particularly, for example, if possible gender and ethnicity inequities are identified, however, the following guidelines are provided for 2021/22:

- Applicants who have not received a pay increase in the last three years and demonstrate strong performance will generally be considered for an increase of 3 salary points (3% for Professional Services G10s)
- For exceptionally strong performance, in cases where an applicant has not received a pay increase during the past three years, this may increase to 6 salary points (6% for Professional Services)
- Applicants who have received a pay increase in the past three years would usually only be awarded an in-term award for exceptional strong performance of 1 salary point (1% for Professional Services)

4.8. Where Professors are applying to be promoted to the next professorial salary scale (Career Band) this would usually be because an award of 3-6 spine points would take them into the next professorial salary band.

5. Personal Circumstances

5.1. In order that consideration can be given to all relevant factors, candidates are encouraged to indicate any individual circumstances that they consider may have seriously affected their output. A range of personal circumstances can be taken into account.

5.2. Some examples are as follows:

- absences due to maternity, adoption, parental or caring leave
- periods of part-time working
- disability, including temporary incapacity that lasts for more than six months.
- absence due to ill-health or injury
- absences for more than six consecutive months (e.g. career break)
- special leave of absence on secondment to other organisations

5.3. This is not an exhaustive list. If candidates have any personal circumstances which they consider to have seriously impacted on their output, they should provide brief details as a separate attachment and tick the personal circumstances box on the application form.

6. Professorial Staff

6.1. Professors subject to this system are not entitled to automatic incremental progression within the Professorial salary bands. They must apply under this procedure for any incremental progression in addition to any “cost of living” increases to the pay scales.

6.2. Salary increases within an existing salary band are called “merit awards”. If an application is made to progress to the next professorial salary band this is called a “career band promotion”. An individual promoted to the rank of Professor will normally be appointed to an appropriate point in Career Band A/Merit Band A.

6.3. Professors will be expected to have successfully performed the duties outlined in their current job description and meet the minimum expectation outlined in the academic performance framework.

6.4. The IAP will make decisions for merit awards or career band promotion based on:

- the criteria (with reference to the Academic Performance Framework);
- the Application Form;
- a CV (for applications for career band promotions only, see Appendix I);
- the Supporting Statement;
- the pay history of the applicant; and
- relevant internal or external benchmarking data (e.g. the UCEA Senior Staff Remuneration Survey).

7. Senior Professional Services (G10) staff and Heads of Department

7.1. Grade 10 Professional Services post-holders subject to this system are paid on a “spot rate”. They must apply under this procedure for any pay increases in addition to any “cost of living” increases.

7.2. Academic Heads of Department who are not Professors may apply under this procedure for accelerated or contribution increments. They may also be awarded non-consolidated payments in line with other Grade 2-9 post-holders. Eligible post-holders also receive any contractual incremental progression and cost of living increases.

7.3. The IAP will make decisions for pay increases for Grade 10 Professional Services staff or increments/ non-consolidated awards for Heads of Department based on:

- the criteria;
- the Application Form;
- the Supporting Statement;
- the pay history of the applicant; and
- relevant internal or external benchmarking data (e.g. the UCEA Senior Staff Remuneration Survey).

8. Criteria

8.1. Professorial Staff

8.1.1. The professorial pay bands criteria must be understood in the overall context of the high level of academic distinction of the readers and professors at SOAS, as stipulated in the regulations for the appointment and/or promotion of readers and professors in the University of London.

8.1.2. The School expects all of its professors:

- to be academically distinguished, with an international reputation;
- to contribute fully and well to all relevant aspects of academic work of the School.

Meeting these baseline expectations will not of itself justify a merit award in the annual review process.

8.1.3. For purposes of pay awards, a Professor will be assessed by reference to their contribution to the School as evidenced by reference to the criteria from the Academic Performance Framework. For the Academic Performance Framework (Teaching & Research) the criteria used are: Research & Enterprise; Teaching & Learning, and Academic Citizenship (internal and external). For the Academic Performance Framework (Education) the criteria are: Academic Leadership and Management; Teaching & Learning, and Academic Citizenship (internal and external).

8.1.4. Some Professors who are engaged on research-only contracts or currently funded by a research grant for the majority of their time may have less evidence of performance against the Teaching & Learning criterion and more against broader aspects of Research & Enterprise, such as evidence of impact and knowledge exchange. Academic Citizenship activities may also include leadership of a research team which enhances the reputation of the School, and they may contribute to a subject through the development of research projects.

8.1.5. Applications for a merit award will be considered against the following criteria:

- Evidence of a major publication or significant grant award (this should be over and above normal expectations for the role) OR (for AER Professors) evidence of pedagogical and disciplinary contributions across SOAS and externally relating to education/ education-related activities.
- Evidence of specific examples of outstanding teaching, including improved pedagogy within a disciplinary field, supporting improvements in School-wide teaching quality or improved access, performance and retention OR (for Research-only Professors) further evidence of impact and knowledge-exchange.
- Evidence of specific examples of outstanding academic leadership, including evidence of externally awarded honours (e.g. election to the British Academy)
- Evidence of particular meritorious contribution to the work of the School, department or specialist managerial or professional function.

8.1.6. The specific descriptors for Professorial Career Band A, Merit Band A, Career Band B and Merit Band B are as follows.

- **Career Band A/Merit Band A** will be the main career band for a majority of professors. It will be the normal entry band of internal promotions. The annual review process will identify distinctive contributions in published research, or leadership in a field of study within or beyond the School, or meritorious service in administration. It also allows the School to recognise outstanding personal achievement of a scholar as indicated by external recognition (e.g., in election to the

British Academy, award of a major prize, or a sustained record in winning externally-awarded research funding).

- **Career Band B** is intended for professors who have demonstrated achievement both in scholarship and in academic leadership, but with an indisputable demonstration of excellence in one of these. It seeks to identify scholars with an international reputation earned by exceptional and sustained contributions to the academic work of the School, and/or scholars whose leadership role exceeds normal expectations.
- **Merit Band B** is intended to cater for the small number of professors with an indisputable record of excellence in both scholarship and academic leadership, and who have made a major contribution to the School, or, if externally appointed, had made such a contribution elsewhere and are expected to do so at SOAS.

8.1.7. Promotion to a higher pay band is only approved if clear evidence is provided that the individual's distinction and contribution meet and/or exceed the criteria relating to the relevant level of award. For the purposes of any career band promotion, the term 'research' is understood to mean publications of international quality.

8.1.8. In evaluating applications for promotion to the next pay band, the School will place great weight on peer judgments as reflected in contribution to research assessment exercises, and objective criteria relating to research output. Since criteria vary from discipline to discipline, the panel will rely on discipline-specific norms, expectations and processes.

8.2. Senior Professional Services (G10) and Heads of Department (who are not Professors)

8.2.1. For consideration of a reward, applicants will be assessed by reference to their contribution to the School as evidenced by the following criteria:

- achievement of specific aims and objectives relating to daily activity in their area/specialism.
- activities supporting the development and achievement of School-wide projects and strategic aims.
- leadership and management activities (for their team and across the School).
- external activities on behalf of the School.

9. Feedback

9.1. All applicants will receive confirmation in writing of the outcome of their application for a pay award. All unsuccessful applicants for promotion will be offered the opportunity to discuss the outcome further with a member of the IAP.

10. Appeals

10.1. Once the deadline for applications has passed, members of staff should not discuss their application with individual members of the IAP.

10.2. Appeals may only be initiated on procedural grounds, and the appeal process may not be used to challenge the judgment of the IAP or the relevant sub-committee of the Board of Trustees.

10.3. Where an applicant believes there has been a material breach of the procedure, they may make a written representation to the Chair of the relevant sub-committee of the Board of Trustees, outlining exactly why they believe a breach has occurred. The

appeal must be made within 28 days of the applicant being informed of the decision of the relevant sub-committee of the Board of Trustees.

- 10.4. The Chair of the relevant sub-committee of the Board of Trustees will consider the written representation from the appellant giving full details of the reason for the appeal and will call for any other evidence it feels necessary.
- 10.5. If the Chair considers that there has been a material breach of the procedure, it will ask the IAP to consider the application for a reward or promotion again.

APPENDIX 1

Checklist for Professorial CVs

The CV should be presented in Arial, font size 11, and be a maximum 10 A4 pages, excluding the publications list.

Applications must be completed under the following headings:

1. Personal details
2. Education (including academic and other honours)
 - a. Name of Institution
 - b. Dates
 - c. Qualifications
3. A full career record, including all previous professional appointments with dates
4. A list of all publications, divided into the following sections:
 - a. Books: distinguishing between monographs and edited books, giving publisher, date, and page numbers. In the case of edited books, individual contributions and page numbers should be given;
 - b. Chapters in books with publisher, date and page numbers;
 - c. Articles in refereed journals with dates and page numbers;
 - d. Performances, electronic media, exhibitions;
 - e. Other published work, including commissioned reports and conference proceedings;
 - f. Forthcoming work.

In all cases co-authorship must be fully acknowledged.

5. Details of significant research grants/contracts, with names of co-investigators as appropriate
6. A list of research students supervised who have been awarded research degrees
7. Details of Knowledge Transfer and Enterprise Activity
 - a. Performances, media, exhibitions, etc.
 - b. Contract work, consultancy, CPD work, etc.
8. A summary of teaching commitments and recent changes if relevant.
9. An account of administrative duties carried out.
10. An account of external activities including e.g. a list of membership of professional bodies, learned societies and peer review Panels, significant invitation lectures and any prestigious awards received.
11. An account of academic leadership provided and of any other work or activities not included elsewhere in the CV.