

SENIOR STAFF REWARD AND RECOGNITION PROCEDURE 2022-23

The Reward and Recognition Procedure which is applicable to Professors, Professional Services Grade 10 and Heads of Department.

1. Introduction

1.1. This document details SOAS (the School) procedures for annual pay awards for Professors, 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 opening of the Senior Staff remuneration procedure in the earlier part of Term 3. Pay awards are implemented with effect from 1 August following the consideration of nominations.

3. Decision making bodies

3.1. Pay awards for Grade 10 post holders (except Senior Postholders) are considered by an Internal Advisory Panel (IAP) which makes recommendations on all nominations 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 Senior Post-holders. This includes:

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

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

4. Process

4.1 Nominations for all awards will be by Line Managers only (except in the case of applications from Professors to be promoted to either Career Band B or Merit Band B. See section 6.5).

4.2. Line managers of Professors, G10 Professional Services staff, or Academic Heads of Department should complete a submission for each senior colleague that they consider merits an award. Additionally, the IAP may recommend salary increases where they consider that there are internal equity or market rate issues that need to be addressed.

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

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

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

4.6. There is no limit on the award that can be made, for example, if potential gender and ethnicity inequities are identified. However, the following guidelines are provided for: -

- Nominees 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 a nominee has not received a pay increase during the past three years, this may increase to 6 salary points (6% for Professional Services)
- Nominees who have received a pay increase in the past three years would usually only be awarded an in-term award for exceptionally strong performance of 1 salary point (1% for Professional Services)

5. Personal Circumstances

5.1. In order that consideration can be given to all relevant factors, nominators are encouraged to indicate any individual circumstances that they consider may have seriously affected the output of their nominee. 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.

6. Professorial Staff

6.1. Professors subject to this system are not entitled to automatic incremental progression within the Professorial salary bands. They must be nominated 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”.

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 based on: -

- the criteria (with reference to the Academic Performance Framework);
- the Nomination Form;
- the pay history of the nominee; and
- relevant internal or external benchmarking data (e.g. the UCEA Senior Staff Remuneration Survey).

6.5. Professorial Career Band Promotions. For the academic year 2022-23, the panel will consider applications from Professors for promotion to Career Band B and Merit Band B. Professors wishing to apply for Career Band promotion should complete the relevant Career Band Promotion Application form. From the academic year 2023-24, applications for Career Band Promotions will be incorporated into the Academic Promotions Scheme.

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”. Nominations under this procedure will be for pay increases in addition to any “cost of living” increases.

7.2. Academic Heads of Department who are not Professors may be nominated 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 Nomination Form;
- the Supporting Statement;
- the pay history of the nominee; and
- relevant internal or external benchmarking data (e.g. the UCEA Senior Staff Remuneration Survey).

8. Criteria

8.1. Professorial Staff

8.1.2. The School expects all 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 & Knowledge Exchange (previously Research and Enterprise); Teaching & Learning, and Academic Citizenship (internal and external – previously Administration, Management and Outreach). 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 & Knowledge Exchange, 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. Nominations 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.

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

8.2.1. For consideration of an award, nominations 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).