

Guidelines on the use of Recruitment and Retention Premia

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1. Introduction

The University recognises the need for greater flexibility in remuneration packages including the use of one-off or recurring recruitment and retention premia where exceptional market conditions prevail.

The law requires that employers have objective justification where different rates of pay are offered to staff whose work is of equal value, as determined by the University's HERA system. UEA has therefore agreed an approach in consultation with the campus trades unions for the use of recruitment and retention premia and established procedures for implementation and review.

2. Purpose of Guidelines

Following nationally agreed principles, these guidelines have been designed to ensure that the University:

- awards recruitment and retention premia in a fair, consistent and transparent manner;
- has objective evidence of the need to offer different rates of pay to staff whose work is of equal value;
- has an appropriate mechanism in place for removing premia when they are no longer warranted by market conditions;
- considers and addresses other potential issues and mechanisms to achieve effective recruitment and retention of staff before approving the award of such premia.

3. What are Recruitment & Retention Premia ?

A recruitment or retention premium (either one-off or recurring) is an addition to the salary for a specific post, or group of posts. It is paid where the market rate prevents the University from being able to recruit or retain staff on the salary indicated for the role by the application of a HERA derived grading structure at UEA.

A recruitment or retention premia may be agreed where: -

- there is clear documented evidence at national and/or local level of a pattern of acute recurring difficulties in recruiting and/or retaining staff of the required calibre in particular areas; and
- there is clear and documented evidence that the market has recently been tested and that standard University pay scales are uncompetitive; and
- failures in recruitment or retention may have the potential to restrict our ability to attract suitable candidates.

4. Awarding Premia

If a Head of Department believes that they have a recruitment or retention issue they should contact their Human Resources Manager who can provide advice and guidance on the premia applications process as well as sourcing appropriate market data. Salaries will be benchmarked drawing on relevant sources including, but not restricted to, the annual salary survey of senior staff in HE, salary survey within the University's common interest group, and scarcity areas identified using national recruitment and retention analysis. In certain circumstances pay rates will also be looked at for comparable jobs in the Norwich area.

In each instance that the exceptional conditions apply and the University determines that a recruitment or retention premium is appropriate and necessary, it will:-

- fix an appropriate premium level specific to that role and based on relevant market information for that role. This will apply to new staff and existing staff in the specified role; and
- for recurring payments, stipulate the period over which the premium will be paid; this will normally be for a fixed period of 2 years and may be renewable, subject to confirmation following review of continuing appropriateness; and
- confirm the timescale and process for review and management of the consequences of review; and
- identify and record the premium clearly as a separate pay element and the rationale for its usage.

Where recruitment or retention premia are paid on an ongoing basis they will not be included in calculations for the purposes of other payments linked to basic pay such as maternity pay, sick pay and overtime, however it will continue to be paid whilst staff are on annual leave, and other approved paid absences. Premia will not be subject automatically to uplift by annual pay awards, and the supplement will not be superannuable.

Staff eligible for a recurring premium may opt into or out of the scheme with due notice. Those opting in will be issued with an amendment to their contract of employment which will set out the nature and conditions relevant to the premium, clearly stating the start, finish and review dates.

In exceptional cases the University may agree a premium payment based on a particular need to recruit or retain that individual (e.g. to maintain an international research profile in a strategic area). The Vice Chancellor has sole authority in this situation. There must, however, be clear and auditable evidence as to the reasons why a premium payment has been awarded.

5. Reviewing, extending and removing Premia

The use of all recruitment and retention premia will be reviewed, in consultation with the relevant trade union, by the Human Resources Division at intervals appropriate to the post and set by the Director of Human Resources at the time the premium is awarded. There is no separate right of appeal by the individual, other than by the relevant Grievance Procedure, against a decision to remove or reduce a market premium.

Where, following the review, the available evidence provided by the HoD/Human Resources Manager on pay rates elsewhere and labour market conditions shows that an extension and/or increase in a retention premium is required, it will take effect from a date to be agreed, usually in the month following the review date.

In order to comply with legislation recurring recruitment or retention premia should be withdrawn or reduced once the reason for them no longer applies. Where this is the case a review will take place 3-6 months before the end date and notice will be given if a reduction or withdrawal is approved.

Where a staff member chooses to leave a role which attracts a market premium and takes up a role in the University which does not, the premium will be removed from the date of end of the appointment, with no separate notice or protection.

6. Applications Process

The following checklists should be completed by the Head of Department and HR Manager in each case where a recruitment or retention premium is considered. It will form the record of the investigations and the rationale for the decision. Approval by the Director of HR will be subject to the formal University Post Release process.

To be completed by the Head of Department:	Name: Title:
Roles for which application for a premium is being made:	Role/Job Title:
Provide details of recruitment or retention difficulties.	Difficulties:
Recruitment issues	
Where has the post been advertised (please attach a copy of the advertisement)? Has different media been actively explored?	Please detail:
How many times has the post been advertised? (Normally, posts should be advertised twice before premia will be considered).	Please detail:
Do the advertisement and Further Particulars 'sell' the full benefits of working for the university?	Please detail:
How many requests for information were received?	Please detail:
How many applications were received?	Please detail:
How many short-listed applicants withdrew from the selection process and what reasons were given for doing so?	Please detail:
Were there any unusual delays during the application and selection process that might have resulted in candidates withdrawing?	Please detail:
Could the role be reconfigured in a different way e.g. are the skills and experience requested realistic?	Please detail:
Retention Issues	
Are resignation rates for the department/staff group higher than historical rates and those of other departments within the university? Attach evidence of turnover rates (available from HR Manager).	Please detail:

<p>What are the main reasons given for staff resigning? Attach evidence from appropriate sources such as exit interviews (available from HR Manager).</p>	<p>Please detail:</p>
<p>Is there an alternative means to undertake the work associated with the role? What are the implications?</p>	<p>Please detail:</p>
<p>Head of Department (print name):</p>	
<p>Head of department (signature):</p>	

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To be completed by HR Manager	
Issues to be considered	Evidence
What is the market pay rate for the post? (Attach evidence quoting source of data.)	
What is the difference between the market rate and the University's normal pay rate (usually the mid point of the grade for the post as determined by role analysis) for the job?	
If market rate is lower or equal to University's normal pay rates, what could explain recruitment or retention problems?	
If market rate is higher than the value of the University's normal pay rates, is this compensated for by the value of the University's total benefit package?	
For recruitment issues, is there evidence to suggest that the University's normal pay and benefits would be sufficient to retain staff once recruited?	
Is the difference between the University's normal pay rate and the market rate likely to be a short or long term problem?	
How large a premium should be awarded?	
What form should this premium take and why (one-off or recurring premium)?	
For how long should the premium be paid?	
What review period is appropriate (if applicable)?	

HR Manager (print name):

Signature and date:

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A continuing retention premium has/has not been approved in this case.

One-Off payment total (£s):	Effective Date:	Review Date:
Monthly Supplement (£s):	Effective Date:	Review Date:
Director of HR	Date:	Signature:

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