

**AGREEMENT**  
**ON THE MODERNISATION OF PAY**  
**AND PAY STRUCTURES WITHIN**  
**MANCHESTER METROPOLITAN UNIVERSITY**  
**(“the Framework Agreement”)**  
**(Subject to ratification)**

## CONTENTS

1.	Preamble.....	3
2.	Pay Structures and Assimilation Arrangements.....	4
	• Interim Arrangements .....	4
	• Future Grade Structure and single pay spine .....	5
	• Assimilation Arrangements .....	6
	• Associate Lecturers .....	7
3.	Staff Development and Review .....	9
4.	Future Pay Progression Arrangements.....	10
	• Normal Incremental progression within grades.....	10
	• Accelerated Progression within grades.....	11
	• Progression into contribution zones.....	13
	• Progression between grades .....	15
5	Contractual Arrangements .....	17
	• Hours of work.....	17
	• Overtime .....	17
	• Shift Allowances.....	18
	• Pay Periods and transition arrangements.....	18
	• Other Allowances.....	18
6.	Attraction and Retention Premia .....	20
7.	Equality of Opportunity and Monitoring Arrangements .....	22

## Preamble

The National Framework Agreement for the Modernisation of Pay is a major undertaking for Higher Education throughout the country. For MMU it presents a number of opportunities and several important challenges.

At the outset of our discussions with the trade unions we set out to achieve a modernised pay structure that:

- Rewards all of our staff fairly and equitably, takes proper account of individual contributions, and fosters equality of opportunity;
- Is sustainable and affordable in the future;
- Has the flexibility to meet the University's evolving needs;
- Provides a basis for effective recruitment, retention and development of staff, and,
- Supports the success of the University in the achievement of its strategic objectives.

This document sets out the arrangements for implementation of the National Framework Agreement within Manchester Metropolitan University. The details of these arrangements have been developed through discussion with trade union representatives from UNISON, GMB and UCU.

For staff employed on 28 February 2007 the arrangements in this document will replace existing terms and conditions of employment. Detailed below are the terms affected for each staff group:

Salary Structure	All Staff
Incremental Dates	All Staff
Holidays	APT&C and Manual Staff
Shift Working	APT&C and Manual Staff
Weekend Working Allowances	APT&C and Manual Staff
Other Allowances	APT&C and Manual Staff
Overtime Payments	APT&C and Manual Staff
Grade Progression Arrangements	APT&C and Academic staff
Hours of Work	APT&C and Manual Staff
Pay Periods	Manual Staff
Abated and Unabated Rates	Manual Staff
Market Supplements	APT&C
Technicians Agreement	APT&C

All other terms and conditions remain unaltered

It is believed that this final package achieves the objectives set at the outset and delivers a number of benefits for the majority of employees.

## **PAY STRUCTURES AND ASSIMILATION ARRANGEMENTS**

### **New Grade Structure**

Following implementation of the Framework Agreement a revised grade structure and single pay spine will be introduced. The grade structure, applicable from 1 August 2006, is set out on page 5 of this document together with the new single pay spine. Salaries payable from 1 August 2006 and 1 February 2007 are also shown. This pay structure will operate until 31 July 2010.

### **Future Grade Structure**

With effect from 1 August 2010 the starting point for grade 8 will be raised to point 32 and the maximum point of grade 7 increased to point 31; points 32 and 33 will remain contribution points.

### **Interim Arrangements for Staff in Grades 7 and 8**

The grading structure set out on page 5 has been slightly modified in respect of Grade 7 and Grade 8 from that which was announced in July 2006. This revised structure will exist for the period 1 August 2006 to 31 July 2010. It has been agreed that no member of staff employed by the University as at 31 July 2006, or who joined the University in the period 1 August 2006 to 28 February 2007, should suffer a detriment as a consequence of the modification which has been made. This modification is a feature of an agreed approach to the treatment of hourly paid Associate Lecturers within the Framework Agreement.

All staff who have been informed that, following implementation of the Framework Agreement, they would assimilate to the new salary structure at point 32 will now assimilate at point 31 and receive an additional monthly payment equivalent to the value of the difference between point 31 and point 32. On 1 August 2007, following incremental progression, the monthly payment will be consolidated into basic pay moving the individual to point 33 of the pay spine.

Staff who were informed, or have subsequently been informed that they would assimilate to Grade 7 will receive a monthly payment equivalent to the value of the difference between point 30 and point 31 from the date at which normal incremental progression would have taken them to point 31. This payment will be consolidated into basic pay when the grade structure is revised from 1 August 2010. Access to salary points 32 and 33 will be subject to the arrangements for Progression into the Contribution Zone, see page 13.

All monthly payments will be treated as salary for the purposes of any contractual or statutory obligations.

AGREEMENT  
(Subject to ratification)

Spinal Point	Single Pay Spine		Revised Grade Structure from 1 August 2006	
	1 August 2006	1 February 2007		
1	11575	11691		
2	11892	12011	Grade 1	
3	12218	12340		
4	12504	12629		
5	12850	12979		Grade 2
6	13207	13339		
7	13524	13659		
8	13902	14041		
9	14293	14436	Grade 3	
10	14707	14854		
11	15133	15284		
12	15571	15727		
13	16023	16183		Grade 4
14	16488	16653		
15	16967	17137		
16	17461	17636		
17	17978	18157	Grade 5	
18	18517	18703		
19	19073	19263		
20	19666	19862		
21	20234	20437		
22	20842	21050		Grade 6
23	21467	21682		
24	22111	22332		
25	22774	23002		
26	23457	23692		
27	24161	24402	Grade 7	
28	24886	25135		
29	25633	25889		
30	26402	26666		
31	27193	27465		Grade 8
32	28010	28290		
33	28849	29138		
34	29716	30013		
35	30606	30913		
36	31525	31840		
37	32471	32795		
38	33465	33799	Grade 9	
39	34448	34793		
40	35481	35836		
41	36546	36912		
42	37642	38019		
43	38772	39160		
44	39935	40335		Grade 10
45	41133	41544		
46	42367	42791		
47	43638	44074		
48	44947	45397		
49	46295	46758		
50	47685	48162	Grade 11	
51	49116	49607		

<b>Pay Grade</b>
CPA Preparation Point – 1 <sup>st</sup> year only
Contribution Zone

Contribution points in grade 8 are not applicable to Lecturers. See page 15 Progression between Grades

## Grade Breaks

Grade 1	Up to 190 points
Grade 2	191 – 225 points
Grade 3	226– 290 points
Grade 4	291 – 340 points
Grade 5	341 – 380 points
Grade 6	381– 415 points
Grade 7	416 – 460 points
Grade 8	461 – 530 points
Grade 9	531 – 620 points
Grade 10	621 – 705 points
Grade 11	Above 706

## Assimilation

All staff will be transferred to the new pay spine with effect from 1 August 2006 and be paid at the point on the new pay spine equal to or immediately above their *current pay*. The outcomes of the HERA exercise and role matching will then be applied to determine the new grade into which the post held by the individual should transfer.

*Current Pay* is the substantive salary as at 1 September 2006. It is the annual rate payable for the contractual post held by an individual excluding any shift payments, other allowances or contractual overtime. Where a “rolled up” rate is currently paid which encompasses shift payments and other allowances this will be disaggregated to establish the substantive salary to be used for assimilation purposes.

### Where current pay matches pay for grade:

The individual will be transferred to the new grade and be paid at the point on the grade equal to their pay or immediately above following transfer to the new pay spine.

### Where current pay is lower than pay for grade:

The individual will be promoted to the appropriate higher grade and be paid at the bottom of the pay range for that grade. Except that, where the resulting increase in pay exceeds 15%, the increase will be phased, with 50% payable from 1 August 2006. On the implementation date staff will move to the nearest available spinal salary point subject to the 50% maximum. The remaining 50% will be payable from 1<sup>st</sup> August 2007 and in addition staff will receive normal incremental progression. Details of the phasing will be included in communications to staff.

**Where *current pay* is higher than *pay for grade*:**

- By agreement between the individual and his/her manager the responsibilities of the post will be increased such that (following re-evaluation of the post) the grading of the post is increased; **or**
- The individual will be offered a range of training and development opportunities to maximise his/her chances of being successful in securing a post at a higher grade. Vacancies will be brought to the attention of staff in this group and an applicant for a post at a higher level will be guaranteed an interview if he/she meets the essential criteria as set out in the Person Specification; **or**
- The individual will continue at their current pay level, on a protected basis, until such time as their current pay is overtaken by the pay for the grade into which the role undertaken has been assimilated. The maximum period of protection will be four years; after which the individual's pay will be reduced to the highest point below the contribution threshold on the pay range appropriate for the post as graded following job evaluation.
- Current pay level will be the current spinal column point or basic weekly pay (without enhancements or allowances when paid as a rolled up rate) and this pay level will be maintained throughout the period of protection. The "current pay level" will not be increased to take account of any increases in spinal column point values (e.g. "cost of living" rises) during the period of protection.

The above arrangements only apply for the purpose of assimilation to the new pay spine. They will not be used for any other purpose or create a precedent for any other negotiations

**Appeals**

An agreed Appeals process has been developed to provide both an informal opportunity to resolve concerns about the outcome of the HERA matching process along with a formal appeals stage. A copy of the scheme can be obtained from the HERA Project Team. For academic staff, further discussions have resulted in revised role profiles and copies are available on the Role Evaluation web site.

**Associate Lecturers**

Associate Lecturers will assimilate to the new pay spine in accordance with the above arrangements at point 31. The allocation of Associate Lecturers to an appropriate role profile will be undertaken through a matching process once an additional data gathering exercise has been completed.

The comprehensive JNCHES hourly rate of pay will continue to be paid to Associate Lecturers who match to a role profile in Grade 8 and, for the four year protection period, to any Associate Lecturer who is "red circled". During the pay protection period Associate Lecturers will be provided with appropriate career development opportunities, through active engagement with the University's CPD Framework and PDR process, to assist in development of the role to match the academic role profile appropriate to grade 8.

Following matching, Associate Lecturers will have access to the matching review process, details of which will be provided with the role profile and will also be available from the HERA Project Team.

Associate Lecturers matched to the academic role profile applicable to Grade 8 who have, in the previous academic year, had a contract or contracts totalling 110 hours or more, will receive an offer to transfer to a fractional contract. The commencing year of reference will be the 06/07 academic year. Additionally however, in the first year of implementation, the records of teaching undertaken during 05/06 will also be examined to identify any individuals who have not met the trigger point in 06/07 but did so in 05/06.

The size and nature of the fractional contract will be based on the ongoing teaching requirement and will be the subject of discussion between the Head of Department and the individual member of staff. The individual may be accompanied at the meeting by a friend or colleague who may be a Trade Union representative.

### **Implementation Arrangements**

- Changes to basic pay as a consequence of this Agreement will be back dated to 1 August 2006.
- For staff currently in receipt of weekly pay, the back dated payments will be calculated by taking the annual basic salary payable from 1 August 2006 and calculating the appropriate hourly rate based on a 37 hour week. This new hourly rate will then be applied to all hours worked in the period 1 August 2006 to 28 February 2007. From 1 March 2007 weekly paid staff will transfer to monthly pay, the reduction in the working week will take effect and the hourly rate will be calculated on a 35 hour week.
- The period of up to four years' pay protection in respect of salary following assimilation where current pay is higher than the maximum pay of the new grade will commence from 1 March 2007.

## STAFF DEVELOPMENT AND REVIEW

The University recognises and endorses the important role played by staff development and continuous professional development for **all** staff, to staff motivation, career development and towards enhancing contribution to the University's work.

Our commitments are set out in the University Staff Development Policy and this will be revised no later than 31 March 2007 to reflect developments in relation to national teaching standards.

Existing PDR and PDP schemes will continue to operate with a view to facilitating both the improvement of performance to meet institutional objectives, and career development for individuals. All staff are required to participate in these schemes and the operation of the schemes will be reviewed annually to ensure all staff are receiving this opportunity.

These schemes will provide the core approach to the Contribution Planning and Assessment process, see page 13, subject to appropriate modification.

## FUTURE PAY PROGRESSION ARRANGEMENTS

### General Principles

There are four forms of pay progression<sup>1</sup>. These are:

1. Normal incremental progression within a grade up to the maximum incremental point below the contribution zone.
2. Accelerated incremental progression within the grade up to the maximum incremental point below the contribution zone.
3. Progression into the contribution zone of a grade.
4. Progression between grades.

All staff will have pay progression opportunities within their grade. The arrangements for this progression will:

- Offer equal opportunities for all staff in each particular grade;
- reward the acquisition of experience and contribution;
- operate with demonstrable fairness, transparency and objectivity.

All managers involved in making judgements related to accelerated incremental progression and progression into the contribution zone will receive training to ensure that the procedures will be operated in an equitable, fair, transparent and objective manner

### 1. Normal Incremental Progression within Grades

All members of staff will have a normal expectation of annual incremental progression on 1 August of each year, up to the maximum incremental point below the contribution zone for the grade of their post, to reflect their growing experience and skill in the post. Progression beyond that point will be determined through the arrangements for Progression into the Contribution Zone, see page 13.

Exceptionally, where an individual's contribution is assessed, by the Head of Department in consultation with the Personnel Manager, as falling below the required standard the award of an increment, at any point in the pay grade, may be withheld. An increment may only be withheld in circumstances where concerns have previously been raised with the employee about his/her contribution and a warning has been given in writing that the increment might be withheld. The increment will be reinstated only when contribution is judged, by the Head of Department, in consultation with the Personnel Manager, to

---

<sup>1</sup> See 'Framework Agreement' Appendix D 'Forms of Progression' (July 2003) (JNCHEs).

meet the required standard. The increment will apply from the date on which that assessment is made.

The withholding of an increment can be subject to an appeal to the Dean or relevant member of the Executive.

## **2. Accelerated progression within Grades**

### **2.1 General Principles**

Accelerated incremental progression is intended to reward a substantially greater than normal rate of application, of skill and experience by the post holder as they develop within the post.

The general principles adopted for the processes by which accelerated incremental progression may be awarded are to:

- (a) Avoid costly, bureaucratic and excessive burdens on staff;
- (b) ensure that the effort involved in its operation is justified by the rewards available;
- (c) ensure that progression opportunities and rewards are demonstrably equally available to all staff who meet the criteria;
- (d) encourage all staff to gain further skills, experience and relevant professional and vocational qualifications through training and other opportunities of personal development;
- (e) ensure that staff feel freely able to apply where access to contribution-related rewards is dependent on application.

### **2.2 Automatic Accelerated Progression**

Progression up to the maximum incremental point below the contribution zone of the pay grade will be accelerated by the award of up to two increments for the achievement of the following academic, professional and vocational qualifications:-

#### **Academic Staff:**

One increment after appointment for:

- Attainment of PGC (AP) or HEA accredited practitioner status;
- Completion of a PhD (or equivalent doctoral programme);
- MA in Academic Practice;
- Master of Research Methods;
- or equivalent qualification.

#### **Support Staff:**

One increment after appointment for the attainment of:

- The relevant University CPD Programme;
- the University Certificate in Higher Education Administration and Management;
- AUA CPD award;
- HEA Associate Practitioner status;
- or equivalent qualification.

Further development work will be undertaken to enhance the range of qualifications which, if attained, would qualify for accelerated progression. This work will primarily focus on qualifications applicable to staff in grades 1 to 5 and will be completed by the end of the academic year 2006/07.

No member of staff may receive more than two increments under this scheme subject to the maximum of the grade up to the contribution zone not being exceeded. Increments will be payable from the date of the award.

### **2.3 Discretionary Accelerated Progression**

The overall criterion for the award of accelerated progression is the demonstration of a substantially greater than normal rate of application, of skill and experience. This should be demonstrated by reference to the job description or role profile for the post.

The level of achievement required will take account of their existing grade and position within it.

Indicative criteria and guidance notes for the operation of accelerated progression will be agreed by the parties in sufficient time to allow the scheme to operate in April 2007.

#### **2.3.1 Process**

Applications for accelerated incremental progression should be made by individual members of staff by 30 April each year on the appropriate form. Notes for guidance will be available from Human Resources. Before submitting an application, members of staff are advised to discuss their application with their line manager or other appropriate manager.

“Progression Panels” will be established in each Faculty or Division to consider the applications. Each panel will be chaired by the Dean of Faculty or member of the Executive or his/her nominee. Membership of the Panel will consist of a representative group of senior managers from the Faculty/ Division. The Panel must also include a senior member of staff from another Faculty or Division. In all cases, regard will be taken of the need to include women and BME staff in the membership of the Panel.

Human Resources staff will be responsible for providing the Progression Panel with professional support but will not be a member of the Panel.

Employees may appeal against the decision reached by their Faculty or Division Progression Panel. Such appeals will be considered by a Progression Panel in an alternative Faculty or Division.

Steps will be taken to avoid any conflicts of interest.

Any accelerated increments awarded will be paid from 1 August following assessment.

### **3. Progression into the Contribution Zone**

#### **3.1 General Principles**

The use of contribution zones of pay grades is an important feature of the University's reward strategies. The aim is to offer rewards to those staff whose contribution on a sustained basis, significantly exceeds that normally expected in the post or role and thereby shows evidence of particular success, effectiveness and merit. Access to contribution zones of pay grades will not be automatic, and will be subject to staff meeting the criteria set out in the University scheme.

The achievement of such outcomes, either individually or as a successful team member, needs to be demonstrated in an open and transparent way.

In awarding discretionary pay increases, all relevant aspects of the individual's role in the institution should be considered.

A member of staff becomes eligible to be considered for discretionary progression beyond the contribution threshold after one year on the maximum of the grade.

#### **3.2 Criteria for Discretionary Progression into the Contribution Zone**

The achievement of particular success, effectiveness and merit should be demonstrated by reference to the requirements of the post or role as detailed in the appropriate job description or role profile.

Contribution will be assessed by reference to evidence of contribution. The following items indicate the range of topics that need to be addressed and supported by evidence, but not all may be relevant for the individual:

- (a) What impact has the post/role holder made on team, departmental, or organisational performance?
- (b) What level of competence has been brought to bear in handling the demands made by the role?

- (c) To what extent have agreed objectives and outcomes been achieved?
- (d) Has the contribution made to outcomes been affected by the level of competence displayed and applied?
- (e) What indications are there that the individual's level of competence and quality of outputs are increasing so that their contribution is likely to be sustained? (This may not be appropriate for someone close to retirement but who still has made a significant contribution against the criteria.)

The level of achievement required will take account of the grade of the post or role. It is anticipated that for staff in grades 1-7 a significant feature of the evidence will relate to the continued application of high levels of competence to deliver services that are consistent, professional, responsive and appropriate to the diverse needs of service users.

In common with all other staff groups, staff in grades 8 and above face the same expectations in terms of service provision and high levels of competence. However, the nature of these roles enables high levels of sustained contribution to be more easily expressed in terms of defined objectives. Consequently, it is anticipated that a significant aspect of the evidence will address the extent to which agreed objectives and outcomes been achieved. These objectives will be within a range of strategically and managerially significant areas, which may include:

- learning and teaching
- research (subject and pedagogical)
- academic enterprise
- widening participation and diversity
- programme development and leadership
- resource utilisation
- service development
- customer/learner support and service

### **3.3 Process**

Applications for progression into the contribution zone should be made by individual members of staff by 30 April each year on the appropriate form. Notes for guidance will be available from the Personnel and Staff Development Department.

Applicants should notify their Head of Department or Head within a central unit of their intention to seek discretionary progression. The Head will arrange to hold a Contribution Planning and Assessment (CPA) discussion with the member of staff. The discussion will focus on the evidence the member of staff intends to submit in support of his/her application. The Head will, if appropriate, offer advice on how the evidence might be strengthened and will provide written feedback to the member of staff.

All applications will be considered by the Faculty Progression Panel during May. The membership of the Panel is detailed in paragraph 2.3.1. The panel will consider the evidence submitted by the member of staff, and will seek comments from the Head.

The member of staff may appeal against the panel's conclusion and any appeals will be considered by an alternative Faculty Progression Panel in June. The membership of the Appeal Panel is detailed in paragraph 2.3.1.

Any discretionary increments awarded beyond the contribution threshold are permanent and will be paid from 1 August following assessment.

The application of discretionary contribution increments will be supported by guidance notes agreed by all the parties which should be developed by end of March 2007 based upon the Joint Negotiating Committee for Higher Education Staff (JNCHES) Guidance on Pay Progression and Contribution Related Pay.

### **3.4 Introduction of the scheme**

In the first year of the scheme's introduction, for staff in grade 8 or above, the salary point above the contribution threshold will be treated as a Contribution Preparation Point. Based on an implementation date of the Framework Agreement on 1 March 2007, staff applying for progression into the Contribution Zone, and actively participating in a CPA discussion by 31 July 2007, will progress to the preparation point effective from 1 August 2006. Where staff progress to the CPA preparation point it will become a consolidated salary point as part of normal salary.

## **4. Progression between Grades**

Staff will be appointed to a post, the role profile for which will have been assessed as appropriate for the attached pay grade and staff will be expected to undertake duties appropriate to the grade to which their post has been assigned. Subject to the arrangements for progression within grade, staff will have a normal expectation to progress to the contributions threshold of their pay grade.

The normal process of appointment to a post at a higher grade will be by competition, and will be subject to the University's Code of Practice for Recruitment and Selection. The University will operate Staff Development and Review Schemes through which all staff are able to express career ambitions and receive support consistent with the Staff Development Policy.

All staff will have access to a re-grading process where they believe the work they are undertaking would be rated, through HERA role evaluation, as equivalent to a role profile at a higher pay grade.

**Academic Staff in Post prior to 1 March 2007**

It is recognised that staff on academic pay scales have an expectation of progression between the current Lecturer and Senior Lecturer scales. For academic staff in post on 28 February 2007 current arrangements for progression will continue to apply.

**Academic staff appointed post 1 March 2007**

Appointment will normally be to a post designated Lecturer/Senior Lecturer and, based upon an assessment of qualifications and experience against the requirements of the person specification, the individual will be allocated duties appropriate to either a Lecturer or Senior Lecturer. Where appointed to the grade appropriate to the Lecturer role the individual will progress to the contribution threshold of that grade, subject to rules for progression within grades. Through the annual PDR process the necessary professional development required to support progression will be identified. In the year in which the member of staff reaches the penultimate point of the Lecturer grade, the PDR discussion will identify any potential difficulties to progression taking place the following year and an action plan to address the issues will be developed.

Having reached the maximum of the grade there is an expectation that the member of staff will progress to the grade appropriate to the role of Senior Lecturer and undertake the duties associated with this role. Progression will be subject to confirmation from the Head of Department that the individual is capable of undertaking the duties set out in the Senior Lecturer role profile. In the event that the Head of Department does not confirm progression an action plan will be agreed with the member of staff. In any event the member of staff may appeal against the decision to the Dean of Faculty.

These arrangements replace the existing progression arrangements for academic staff.

## CONTRACTUAL ARRANGEMENTS

The University aims to provide contractual benefits that support the attraction and retention of staff. These arrangements are designed to support the development of a 'salaried culture', provide consistency of reward, simplicity and transparency in calculation, and encourage flexibility and the contribution of all staff to the achievement of the University's strategic objectives – including: teaching, research, academic enterprise and widening participation.

There are a core of conditions that are common to all staff including: maternity, paternity, adoptive leave and sick pay schemes with comparable benefits. It is recognised, however, that contractual arrangements need to reflect the differing nature of roles and the differential forms of contribution by staff. There will, therefore, be the following specific variations:

### Hours of Work with effect from 1 March 2007

**Grades 8 and above:** The demands of these posts require staff to respond in a flexible way and staff in equivalent current grades tend already to work hours and patterns of work necessary to meet the demands of their roles. Staff in these grades will be subject to a normal working week of 37 hours.

**Staff in Grades 1-7:** The demands of these posts require staff to adopt patterns of work that meet the regular demands of the University's operation. The contractual arrangements will, therefore, reflect this requirement and roles will be subject to a normal working week of 35 hours.

### Holidays

**Grades 8 and above.** Staff in these grades will receive an annual leave entitlement of 35 days per year.

**Staff in Grades 1-7:** Staff in these grades will receive an annual leave entitlement of 25 days, rising to 30 after 5 years.

The changes in holiday entitlement for APT&C and manual staff will be introduced from 1 April 2007 except where there is a reduction in holiday entitlement. The reduction in holiday entitlement will take place at the rate of one day per year with the first reduction of one day applying in the 2007/08 holiday year.

### Overtime with effect from 1 March 2007

It is recognised that, from time to time, overtime will be necessary to meet the fluctuating demands of the University's operation. Where this is approved in advance, overtime will be payable for hours in excess of 35 hours in any week to staff in grades 7 and below. Extra time of less than half an hour on any day shall not rank for overtime. The hourly rate for overtime will be based on an overtime divisor of 37.

The overtime premium for all overtime will be time and a half with the exception of overtime worked on a bank holiday, which will be paid at double time plus a day off in lieu.

## **Shift Allowances with effect from 1 March 2007**

The existing structure of shift allowances, unsocial hours payments and weekend enhancements will be replaced to achieve simplicity, transparency and consistency of payment, and to provide a basis of flexibility to meet the University's evolving needs.

The future arrangements are designed to support the development of a salaried culture, and provide for payments which reflect the inconvenience to the individual, regardless of grade, of having a contractual work pattern which is other than day work.

### **Definition**

- Work on rotating shifts in immediate succession covering the whole period of 24 hours on any day and normally over 7 days in any week, or
- Work on alternating shifts, covering at least 11 of the 24 hours on any day. The shifts can be in immediate succession or overlapping.

### **Allowances**

Allowances will be paid as an annual cash sum (equalised over 12 months) common to all staff. The rates for full time working will be:

- Alternating Shift – Up to 5 days      £1,500
- Alternating Shift – 6 days              £2,000
- Alternating Shift -7 days                £3,300
- Rotating Shift - 7 days                  £5,000
- Night working up to 7 days              £3,300

These allowances shall be full compensation for the working pattern, where appropriate, including compensation for working on Saturday and Sunday.

The above payments will be uplifted annually to take account of pay awards.

### **Pay Periods**

All staff will be paid monthly. Current weekly and four weekly paid staff including staff engaged on a stand-down contract will transfer to monthly pay with effect from 1 March 2007. Stand-down payments will in future be included in the annual salary and paid on a monthly basis.

### **Transition Arrangements**

The last weekly pay will be paid on Thursday 8 March 2007 and will include payment for work undertaken up to and including 28 February 2007 and any backdated payments arising from this Agreement. The first monthly pay will be paid on Thursday 15 March 2007 for the whole of the month

## **Other Allowances**

The adoption of role descriptions and associated pay grades following job evaluation will reflect the full demand of jobs, thereby removing the need for a range of additional allowances. Consequently, the shift work allowances and overtime premia will be the only allowances payable in the future. The following allowances will no longer be payable:

- Low Pay Supplement
- Split Duty Payment
- Weekend Enhancement
- Dirt Money
- Unsocial Hours Payments
- Qualification Allowance

Payment for Standby duty via additional increments at MMU Cheshire will also cease upon implementation of this Agreement. Staff currently receiving payment in this way, who are required to be on Standby, will transfer to the scheme currently applicable to employees based in Estate Planning Services in Manchester.

## **Abated /Unabated Rates**

In future, there will only be one rate of pay for catering staff determined according to the grade into which the role assimilates. A consequence of this change will be that all catering staff will be required to purchase meals. A specific pricing policy for catering staff has been developed which will allow meals to be purchased at a cost which covers the food element only.

## **Implementation Arrangements**

- Revised contractual arrangements in respect of the shift working and overtime rates will apply from 1 March 2007.
- Other allowances including low pay supplement, split duty payments, weekend enhancement which are not part of a recognised shift pattern, dirt money, unsocial hours and qualification allowance will cease with effect from 31 July 2007.

## ATTRACTION AND RETENTION PREMIA

The University is committed to ensuring that it has staff in post with the necessary levels of skill and competence to meet the needs of its students and other clients. It has policies and arrangements that seek to attract and retain high quality staff, provide for personal and career development and enable the University to anticipate and plan to meet future needs in terms of staff skills and competencies.

It is important that the provision of high quality staff does not rely entirely on the establishment of temporary additional payments. The University will, through its staff development and development and review processes, seek to plan to meet its future staffing and skills needs.

However, in circumstances where the attraction and retention of staff is influenced significantly by relative pay levels, the University will consider the temporary payment of an attraction and retention premium.

This premia will be a temporary, pensionable, addition to salary that is made in cases where external market circumstances are such that the University is unable to recruit and/or retain appropriately qualified/skilled staff for a specific role/post.

Approval of a market supplement will be subject to the following:

- The Dean or Director must submit a business case to the Human Resources Director for the application of a premium payment to a specific role (e.g. senior IT officer or senior lecturer in accountancy management).
- The business case must provide evidence which demonstrates:
  - The inability to recruit and/or retain suitable candidates; (this must include evidence which demonstrates that the difficulties are real and not simply anticipated). This will normally include evidence of, for example, high turnover and exit interview information pointing to pay as a significant factor in the decision to leave, or evidence of failure to recruit.
  - That the recruitment retention problem is one of pay rather than some other factor.
  - That MMU rates of pay are out of step with median salaries for similar role/jobs in comparable organisations or in that area of specialist employment. (Evidence will normally include reference to agreed salary surveys, specially commissioned pay surveys or systematic analysis of recent public advertisements for comparable roles – this will go beyond role title and involve consideration of the underlying skill set).
  - That other options which have been considered to address the recruitment problem such as career development schemes.
  - Details of the approach to be adopted to enable the University to meet the needs in the future (e.g. CPD, succession planning etc).

AGREEMENT  
(Subject to ratification)

- The Human Resources Director will consider the business case and determine, after consultation with the relevant trade unions, whether or not a premium is justified, the level of the premium and the specific posts to which it is to be applied.
- The rationale for the premium payment will be recorded on the personnel file of all staff that are in receipt of the premium. The staff will receive notification of the premium payment in writing and this will include:
  - The level of the payment.
  - The period over which it will be paid.
  - The arrangements for its review and termination.
- Normally, the premium will be for a maximum of two years. During the second year the continuation of the payment will be reviewed – normally by analysing current data similar to that used to justify the payment and the effectiveness of internal developmental actions designed to reduce the need for the premium. As a result of a review, the payment may be continued for a specified period, reduced or notice given that it is to be withdrawn.

Where a review concludes that a market supplement is no longer required the post holder will continue to receive 50% of the supplement for one further year.

- The review will include consideration of:
  - The proportion of staff in the groups to whom the payment is made who are men and women, of different ethnicity and those with disabilities.
  - The differences in pay between staff carrying out the same or similar work, work rated as equivalent, or work of equal value which attract a recruitment and retention premium to ensure that the difference can be objectively justified and, if not, the appropriate corrective action to be taken.
  - The results of this impact assessment will be made available to the recognised trade unions.

There are a small number of staff currently in receipt of a “market supplement”. The arrangements for transition to the above scheme will be as follows:

- All staff currently in receipt of a market supplement (excluding payments made as a part of the Golden Hello scheme) will be given three months’ notice from 1 March 2007 that payments under the current scheme will end on 31 May 2007.

Following assimilation to the new grading structure the future application of a “market supplement” will be considered under the terms of the Attraction and Retention Premium Scheme to be adopted. Where appropriate payments under this scheme will commence on 1 June 2007.

## **EQUALITY OF OPPORTUNITY AND MONITORING ARRANGEMENTS**

This document sets out our approach to the implementation of the Framework Agreement. Our belief is that the adoption of the new grading structure, underpinned by job evaluation, will make a major contribution to fulfil the University's obligations and aspirations in relation to equal pay.

There is also recognition that equality of opportunity and equal pay are central to the operation of pay arrangements, staff development and review schemes, alongside other contractual arrangements. The University is committed, through the implementation of this Agreement, to foster equal opportunities and ensure the delivery of equal pay for work of equal value.

Implementation of the Agreement will be subject to equality impact assessment and the effectiveness of the Agreement will be monitored through regular reviews. Impact Assessment will, therefore, be repeated bi-annually, alongside an equal pay audit. The first such review/audit will take place during September - December 2008 using a process to be agreed by the parties.

The following aspects of the Agreement will be subject to on-going monitoring and discussed with the trade unions on an annual basis:

- The process and outcomes of offering fractional contracts to Associate Lecturers who match to the academic role profile in grade 8.
- The rate of assimilation of "red circled" staff into the new grade structure and how this has been achieved.
- Outcomes from Progression Panels in terms of both accelerated progression and progression into the contribution zones.
- The use of attraction and retention premia.
- The criteria for automatic accelerated progression.
- The operation of the PDR and PDP schemes.

In accordance with normal arrangements, individuals have the right to be accompanied by a friend or colleague who may be a trade union representative in any formal meeting with a line manager regarding the implementation of this Agreement.

FEBRUARY 2007