1. **Introduction**

The University is committed to the fundamental principle that the pay and conditions of employment of all members of staff are non-discriminatory and free from bias. In this respect the University will ensure that the pay and conditions of employment are determined fairly and equitably to ensure equal pay for work of equal value.

2. **Eligible**

   a. Staff who were promoted, or external appointments, a minimum of 12 months prior to the Remunerations Committee date.
   
   b. Staff on secondment from this University **will** be considered (through discussions with their employing institution).

3. **Non Eligible**

   a. Staff who have formally resigned prior to the meeting of the Remuneration Committee, and are working their notice period, will **not** be considered for a salary increase.
   
   b. Staff who have received an individual pay increase less than 12 months prior to the Remuneration Committee date.
   
   c. Staff on secondment to the University of Stirling will **not** be eligible as this University does not pay their salary.

4. **Criteria**

The following gives details of the agreed criteria and indicators which should demonstrate a profile of success, effectiveness or merit.

- Staff will demonstrate achievement against objectives set in their Achieving Success process and highlight other achievements in the following specific criteria areas (where applicable).

- All roles will provide institutional leadership, shaping and delivering a significant agenda, contributing to strategic review and development and exercising a high level of leadership and managerial responsibility over a specific range of activities/service provision. They will have a significant degree of autonomy and an expectation to determine and seek appropriate input, and gain agreement via consultation with senior management and other key parties and the governance structure of the University.
• There is an expectation that they will be the professional lead for their specialist area within the institution or identify and lead transformational change initiatives that shift the organisation towards its overall vision and aims. This will require a sharp clarity of vision and the ability to communicate strategy in a way that inspires ownership and motivates others to achieve. It is critical that the role holder demonstrates consistent and high level leadership skills and is influential both internally and externally, building trust, credibility and respect with all parties.

• Engagement and empathy with the academic environment, as well as awareness and understanding of current thinking and issues within the role holder’s profession will be critical. In order to operate at this level there will be a requirement not only to analyse and interpret the internal and external environment and translate this, balancing what is right for the Service and the University, but also to impact proactively on the internal and external environment, seeking to shape it in a way that is beneficial to the organisation and the HE sector. Significant knowledge and expertise across a broad range of areas will therefore be required as well as the ability to use this broad knowledge to achieve organisational effectiveness.

• Consideration for consolidated or non-consolidated award is predicated on evidence of sustained contribution and performance over and above the professional standards normally expected in role.

• This must be accompanied by the most recent Achieving Success documentation, which may itself contain the evidence required for the Committee’s deliberation.

• The Committee may also consider awards to be made in respect of evidenced market-related positioning for retention purposes.

• Exceptionally, staff may also be considered for salary progression between reviews for market retention purposes; this is dealt with through the Retention process.

5. Salary Ranges

The salary ranges will be benchmarked with comparator universities and other public and private sector comparators to ensure that remuneration remains competitive.

6. Assessment Process

6.1 Service Directors are expected to complete a nomination form for Grade 10 staff.

6.2 The University Secretary will provide a narrative report with recommendations in regard of all Professional Services Grade 10 staff.

6.3 The assessment process will be carried out by the Remuneration Committee.

6.4 Having reviewed all the information available, the Committee will make an assessment of each application.
7. Assessment Timetable

(i) Completed Proformas to be submitted by noon on Friday 10 August 2018

(ii) Remuneration Committee meet on Monday 24 September 2018

(iii) Outcomes will be issued to staff within two weeks of the Remuneration Committee meeting