Breaking the Mould?

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Overview of the Session

- Summary of where we were

- Overview of our priorities

- Clear areas of focus and priorities

- The softer side of change

- What have we achieved

- What remains on the 'to do list'

- What have we learnt

The Picture in 2015

- New VC – ambition, focus, high expectations and drive
- New Strategy – felt real and different – it was definitely alive
- Out of date people processes including technology
- Disparate HR team
- No internal leadership development programmes
- No metrics
- No plan for reward or recognition and no internal expertise for reward
- Poor union relations

Our Focus

- To create a vision and momentum

- To create a universal, performance focussed appraisal system

- To link individual performance to reward

- To have collective reward and recognition

- To create clear development programmes and progression routes

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The Softer Side

More than a series of tasks…..

- The importance of relationships

- The importance of a clear mandate and support

- The importance of engagement and involvement

- The importance of communication

- The importance of project management and expertise

What Have We Achieved?

- Consistent appraisal process and ratings

- Significant information, development and support

- Lecturer and senior lecturer performance related pay framework

- Academic objectives library

- Structured development periods with milestones

- Collective recognition
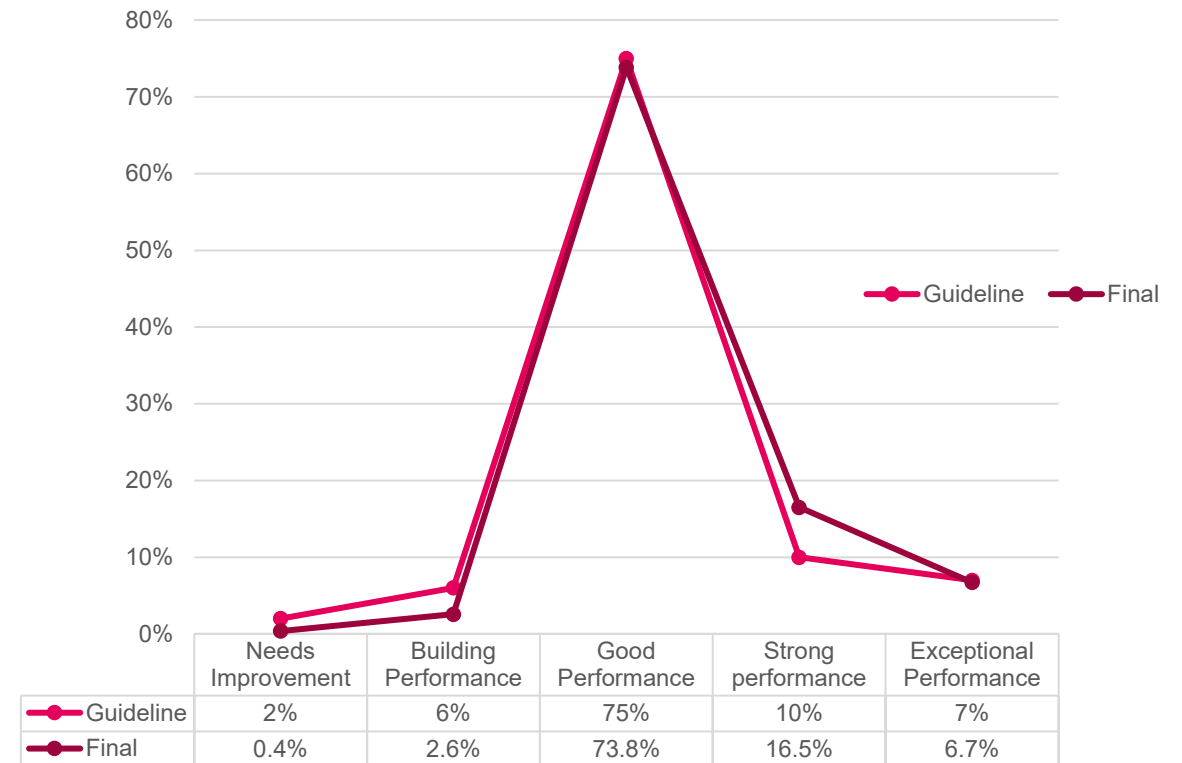
Appraisal Ratings and Completion

- Standard rating scale applicable across professional services and academic colleagues, along with descriptors for each rating

- Five ratings from 'Exceptional' at the top end to 'Needs Improvement' at the bottom end

- For National Framework and Management grades, the top two ratings result in additional remuneration and a rating of 'Needs Improvement' results in no progression to the next pay point

- Concentrated and continued focus on 100% colleague understanding, engagement and completion of an appraisal at all levels

- Guideline distribution of ratings advised to Managers

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Appraisal Outcomes (2018/19)

- 3502 colleagues eligible for and received an appraisal rating

- Achieved almost 100% completion

- 578 (16.5%) Strong ratings who all received a bonus and 235 (6.7%) Exceptional ratings who either received a bonus or an additional increment if appropriate

Final University Distribution

	Needs Improvement	Building Performance	Good Performance	Strong performance	Exceptional Performance
Guideline	2%	6%	75%	10%	7%
Final	0.4%	2.6%	73.8%	16.5%	6.7%

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Lecture Milestones and Senior Lecturer Objectives

- Collaborative approach with academic colleagues creating shared ownership

- Clearly articulated achievement milestones for shorter progression from Lecturer to Senior Lecturer

- High quality stretching and measurable objectives for all Senior Lecturers, underpinning improvements in assessing performance

- Recognising different career stages and bringing to life career pathways

- Alignment between objectives, development and enhanced pay progression

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Senior Lecturer Objectives Bank

- Each objective in the bank is set out in clear Objective aim; a range of sample activities; and a range of output measures

- Objectives include a description for different levels, 'Emergent' and 'Established' recognising career stages within the SL grade reflected in pay bands

- All objectives placed into one of five key areas, aligned with the promotion criteria for Associate Professor and Professor and our pathway descriptors

- Provides clearer line of sight for Senior Lecturers, between the objectives they agree as part of their appraisal, NTU academic pathways and promotion criteria.

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L/SL Pay and Progression Framework: Key Aims

- Clearly supports the Milestones and Objectives Library

- SL Framework to reflect stretching and challenging objectives and expectations with faster progression for achievement

- Lecturer milestones to establish a standard level of performance with clear actions if not achieved

- Aligns with the appraisal process and reinforces a clear link between pay, performance and progression

- Allows opportunities for individuals to be rewarded for high performance

- Is more attractive and engaging that the current structure provides NTU with a distinctive offer in the market

- Enables identification and retention of talent as well as management of underperformance

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L/SL Pay and Progression Framework

- **Previous**

SCP		Point Value*
546		£54,131
545		£52,560
544		£51,034
543	**Grade I**	£49,553
542		£48,114
541	L/SL	£46,718
540		£45,361
539		£44,045
538		£42,792
537		£41,526
536		£40,322
535		£39,152
534	**Grade H**	£38,017
533		£36,914
532	L/SL	£35,845
531		£34,804
530		£33,797

Linked grade with single JD and PS

- **Current**

Early Career Lecturer Scale

SCP		Point Value*
535		£39,152
533	**Point 3**	£36,914
531	**Point 2**	£34,804
530	**Point 1**	£33,797

Senior Lecturer Scale

New SCP	Pay Bands		Point Value*	Alignment
569	**Band 3**	point 3	£54,131	aligned with 546
568		point 2	£52,560	aligned with 545
567		point 1	£51,034	aligned with 544
566	**Band 2**	point 4	£49,553	aligned with 543
565		point 3	£47,432	Outside Pay Spine
564		point 2	£45,386	Outside Pay Spine
563		point 1	£43,400	Outside Pay Spine
562	**Band 1**	point 2	£41,526	aligned with 537
561		point 1	£39,152	aligned with 535

Contribution points

Core spinal points

Lecturer 'Extension' point

* Point Value as at 01 August 2019

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Measures of Success

- Ballot outcomes

- Completion rates

- Performance ratings, achieving greater differentiation and talent identification

- Staff survey results

- Recruitment and progression

- Popularity e.g. team awards

What Remains?

- Continue to embed and refine appraisal

- Individual performance progression for professional services

- Defining what total reward means for NTU

- Reviewing our approach to pensions in relation to flexibility and affordability

- Having a simple talent management process

Reflections

- Be clear, have a vision and a plan with milestones and targets
- Ensure you have the 'right' resource
- Have influential advocates in the business
- Do not just create this from inside HR
- Deal with the known challenges early, be upfront in what you are looking to achieve, acknowledge the 'trickies', highlight the benefits
- Communicate throughout don't wait until the end
- Don't wait for perfect but keep testing and refining
- Work with your unions from the start – understand their needs and check the need for, and terms of, any ballot
- Don't underestimate the challenge of embedding cultural change

Thank You and Questions