## Introduction

1.1 An attraction and retention premium is required to ensure, that where necessary, the University can continue to recruit and retain staff, when the labour market presents difficult conditions. It is essential that the policy is:

* Transparent
* Compliant with equal pay legislation
* Responsive to recruitment and retention needs
* Evidence based
* Time bound

1.2 The University must be able to provide objective evidence of the need to offer different rates of pay to staff whose work is of equal value.

1.3 It is important to understand that for equal pay purposes where an Attraction and Retention Premium has been agreed it must be applied not only to a joining member of staff but to all existing staff with the same role as defined by a detailed role description.

## Criteria for payment of an Attraction and Retention Premium

2.1 Payment of a premium must be based on demonstrable evidence of an unsuccessful attempt to recruit to a specific post or retain staff in a specific post or area.

2.2 The People Partner, responsible for the relevant client group, will provide evidence to support the payment of an Attraction and Retention Premium against one or both of the criteria outlined below:

### Recruitment

Where there is evidence to prove that a post cannot be filled at the salary level determined by job evaluation a premium may be paid.

The evidence must be objective and verifiable and may include:

* An unsuccessful press and web recruitment attempt in preceding six months.
* Tangible market information on the salary being paid for similar posts in other organisations and similar geography. This is likely to include pay benchmarking data and/ or adverts and job descriptions from at least two similar posts, within or outside higher education as appropriate.

### Retention

Where there is evidence to prove that there is a material risk of a post becoming vacant, due to a below market rate of pay a premium will be paid.

The evidence must be objective and verifiable and would include:

* Evidence of skilled staff leaving Edinburgh Napier University, or being approached for a similar job with a higher level of pay elsewhere. Such cases must be underpinned by exit interview details or other evidence of salaries being advertised elsewhere for a similar role.

## Attraction and Retention Premium data

3.1 The Director of People & Student Services will determine the range and type of data sources the University will use to substantiate the requirement to pay an Attraction and Retention Premium. At all times the data source selected will be based on the requirement to determine the most relevant up to date data available. This may include, job adverts, pay benchmarking salary surveys etc.

## Attraction and Retention Premium Rationale Form

4.1 Where a Dean of School/ Director of Service believes a premium is appropriate they will complete the Attraction and Retention Premium Rationale Form (Appendix 1), with advice from the People Partner. It will include the following information:

* The rationale for investigating the use of an Attraction and Retention Premium. This should include all attempts to recruit/retain staff as detailed above.
* All market data sources used in the assessment must be appended to the evidence form.
* The details of these posts which the premium would apply to. This should cover all posts where identical skill set or specialist knowledge are required and will include posts currently occupied as well as vacancies and new posts.
* The outcome of the review and recommendations on the payment of an Attraction and Retention Premium including a period for its duration.
* Confirmed agreement from the school/service that it is necessary to pay an Attraction and Retention Premium.

4.2 Once completed, the Attraction and Retention Premium Rationale Form together with the role description will be given to the Director of People & Student Services. Approval for the premium will be agreed by the Director of People & Student Services with the relevant ULT member.

## Payment of Attraction and Retention Premium

5.1 Attraction and Retention Premium Authorisation

Once the premium has been authorised it will be paid to all relevant posts as follows:

* The Attraction and Retention Premium will be equivalent to an annual cash amount, paid equally over 12 months. This will be shown separately on the pay slip and will be pensionable and subject to tax and N.I. deductions. The amount will be agreed with advice from the People Partners using market and pay data.
* There will be an initial period of up to one year for the payment of the premium. This will be agreed with advice from People Partners using market and pay data.
* The premium will be reviewed annually.
* All colleagues entitled to an Attraction and Retention Premium will be provided with a written statement of their entitlement and the criteria upon which the premium is paid.
* If a colleague moves to another role within the University that does not attract an Attraction and Retention Premium, the premium will end of the date of appointment to the new role without pay protection.

## Annual review of Attraction and Retention Premium

6.1 An Attraction and Retention Premium can not be paid indefinitely and will be subject to annual review, by the Director of People & Student Services and relevant ULT member. This will be to ensure that the original rationale for an Attraction and Retention Premium payment is still justified and to ensure that no bias is being applied, particularly in the area of equality of opportunity legislation.

6.2 If the outcome of an annual review is that the premium is to be reduced or removed, the colleague(s) concerned will be given one month’s notice in writing of this before it is applied.

6.3 All changes to premiums, whether increased, reduced or removed will be based on a recommendation by Director of People & Student Services and authorised by the relevant ULT member.

## Grievance

In the event that a role holder is dissatisfied by the process or the equity of the outcome of the review of the premium they can decide to use the University’s grievance procedure.

# **Appendix 1 – Attraction & Retention Premium Rationale Form**

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| **THE ROLE** |
| Role title: | Reports to: |
| **Responsibility** |
| Job description attached:  Yes | Organisation chart attached:  Yes |
| **Other Roles** |
| Are there any equivalent roles within the University?  Yes (list below)  No |
| **Current Colleague** | **Salary** | **Grade** | **Incremental / Contribution Pay** |
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| **RATIONALE STATEMENT** |
| Summarize the reasons for consideration of a market premium, including any additional information not detailed in the evidence form. |
| **THE EVIDENCE: RECRUITMENT** |
| How many attempts have been made to recruit for this role? |
| **Details of Most Recent Attempt** |
| Salary Offered: |
| Recruitment Methods Used  Advert  Web  Agency  Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Give details: |
| How many responses were received? | How many applications were made? |
| How many suitable candidates short-listed? | How many candidates were interviewed? |
| **Appointable candidates** |
| How many candidates were appointable? |
| **Candidate Details** | **Reason for Rejection** |
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| Was any adjustment made to the role requirement or personal specification  Yes (give details)  No |
| What mode of employment is being offered for this post?  Part time  Term time  Job share  Full time only (give reasons below) |
| Is there any scope for the development of an existing colleague to cover this role?  Yes  No |
| **THE EVIDENCE: RETENTION** |
| Are there any staff retention issues associated with this post?  Yes (give details of below)  No |
| **Colleague Name** | **Salary Paid** | **Length of Service** | **Reason for Leaving / Exit Data** |
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| **THE EVIDENCE: MARKET DATA** |
| Please provide below market data demonstrating pay for similar roles in other organisations. |
| **Date of Information** | **Job Title** | **Job Description Attached** | **Job****Advert Attached** | **Base Salary** | **Total Salary** |
|  |  |  |  |  |  |
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