

# Senior Manager Pay Process

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## Who can help?

☞ Human Resources (HR) can answer any questions that you may have around the Senior Pay Process. Email [humanresources@napier.ac.uk](mailto:humanresources@napier.ac.uk) .

## Please Note

☞ This process does not form part of your contract of employment with the University and may be subject to change or withdrawn at any time.

## 1. Introduction

To ensure we attract, retain and secure talent at a senior level, we have developed flexible and adaptable pay ranges for senior manager roles.

All senior manager salaries will be reviewed annually, in line with the Senior Manager Pay Process, to determine any salary progression. Any increases will be underpinned by performance; market data; and equality considerations.


## 2. Eligibility

The senior manager pay processes will be applied to all senior manager roles across Schools and Professional Services. This population is comprised of Deans, Directors, Professors and all other senior manager roles above Grade 7.

## 3. Performance - My Contribution

The senior manager pay process aligns with the ‘My Contribution’ cycle. It is therefore important that meaningful performance conversations happen, and that quality stretch SMART objectives aligned to strategic objectives/KPI’s/critical objectives for the School/Service are recorded and agreed for all senior managers.

Regular performance conversations should occur throughout the year at 1 to 1’s, as well as at the formal objective setting meeting, mid-year and at end of year reviews.



Whilst ratings may be discussed at the end of year meeting, they will not be confirmed until calibration at School/Service or ULT level has taken place and until the outcomes of the Senior Manager Pay Process are finalised as these processes may result in ratings being amended.

## 4. Pay Ranges

Our market referenced pay ranges will be reviewed annually, comparing our roles against UCEA '*All Institution*' benchmarking data, to determine appropriate and competitive salaries. Pay ranges are, therefore, subject to change and will be published each year.

## 5. Senior Manager Pay Process

As part of the senior pay process, following completion of end of year reviews, the Dean/Director will carry out a calibration exercise with their leadership teams. The purpose is to review the distribution of ratings whilst considering a normal distribution curve and assessing overall performance across the School/Service. Calibration is an important exercise to ensure that different managers are applying similar standards in measuring and evaluating performance.

There is no invited application process and following School/Service calibration, ULT will carry out an additional calibration exercise and review all senior manager objectives and ratings, as well as any equality considerations to inform movement within the market referenced pay ranges.

ULT will also consider the application of the nationally agreed cost-of-living increase, normally effective from 1 August each year.

All outcomes will be formally communicated, in writing, and will be effective from 1 August, each year.

There will be no salary increases where performance concerns have been identified in role.

## 6. Timescales

Indicative timescales are as follows:

- 🕒 Objective setting – August/September.
- 🕒 Mid-year reviews – January/February.
- 🕒 End of year performance conversations completed by end of June.
- 🕒 SLT performance calibration completed by end of July.
- 🕒 ULT performance calibration completed by end of August.
- 🕒 Final ratings and outcomes communicated by end of September.