

Non Clinical Professorial Salary Policy

1. Purpose

To provide the University with a unified salary scheme for professorial staff and to encourage and recognise excellence.

2. Scope

This policy will be applicable to all professors employed by the University of Manchester, with the exception of those clinical academics employed on the basis of an NHS consultants contract.

3. Aims

The Non-Clinical Professorial Salary Policy is designed around a series of pay zones (E-A) for the professoriate based upon a number of criteria relevant to achievement in the academic environment in which zone E will generally be the starting level for new appointments to the rank of Professoriate and zone D the 'career grade'.

Aims of this policy are:

- (i) to make The University of Manchester more competitive, to attract and retain professorial appointees in support of Manchester 2020;
- (ii) to further encourage excellence by establishing close links between pay and contribution to the University;
- (iii) to establish a more rigorous, transparent process that offers greater accountability for stakeholders;
- (iv) to offer a more attractive career structure and development potential for existing and aspiring professors;
- (v) to satisfy the University's intentions in respect of the commitment to recognise equal pay for work of equal value.

4. Criteria for Appointment to Zone

4.1 Criteria to be considered for the appointment to a zone are shown in the appendix. These are designed to facilitate salary progression through excellence in teaching, research, enterprise, leadership or any combination of these, and are by their nature **indicative** rather than **prescriptive**. These are not appointment criteria but the additional achievements required for progression from one zone to the next.

4.2 Criteria for higher zones would normally be satisfied in addition to those in lower zones, although discretion should be exercised in exceptional circumstances. It is recognised that this policy has the flexibility to be used alongside market supplements and other responsibilities recognised through remuneration. The salary range for each zone will be reviewed annually at 1 August and in line with the wider University national pay award.

4.3 Salary zones

The professorial salary zones and a brief overview of the professional activities and achievements are shown in the table below: -

Zone	Notes
E	<ul style="list-style-type: none"> ● This will generally be the starting level for new appointments to the rank of Professor. ● On promotion professors would be expected to be appointed to the salary point immediately above their current salary. ● Criteria to be satisfied for achievement of Zone E are as defined in the University Policy for Promotion to Professor/Professorial Teaching Fellow. ● Only zone with salary progression points (4 points at 3% intervals). Automatic progression providing no diminution in performance. ● Market forces may also dictate that the salary might be at a higher level.
D	<ul style="list-style-type: none"> ● This is considered to be the normal level for professors and the zone most members of the professoriate will populate. ● A professor within this zone would have a significant national/international reputation for academic excellence in their field as well as contributing to the activity at a School/ Faculty/ University level. ● Progression within zone is based on merit. ● Market forces may clearly dictate the actual salary might be at a higher level.
C	<ul style="list-style-type: none"> ● A zone within which more experienced professors of considerable academic distinction and with an established reputation for academic excellence. ● Progression within zone is based on merit. ● Market forces may clearly dictate the actual salary might be at a higher level.
B	<ul style="list-style-type: none"> ● Professors of high academic distinction with a high international reputation for shaping his/her field of study. ● Invitation to occupy this zone by the President and Vice-Chancellor acting on the recommendation of the relevant Vice-President and Dean. ● Individual negotiation on a specific remuneration package would be expected. ● Progression within zone is based on merit. ● Market forces may clearly dictate the actual salary might be at a higher level.
A	<ul style="list-style-type: none"> ● Professors of the highest academic distinction, exceptional virtuosity and prestige, including iconic appointments. ● Salary range has no monetary maximum value to allow freedom to offer and maintain appropriate salaries to attract and retain such individuals. ● A professor within this zone would be universally acknowledged as one of a group of world leaders in his/her field of study.

5. Salary Progression within Zones

Professors who are in zone E will receive a salary progression point annually unless their performance is considered to be less than satisfactory.

The HoS will nominate professors whose performance justifies an increase in salary to the Dean. Each case must be supported by an up to date CV and a one page summary justifying the recommendation. Evidence from the performance and development reviews and other senior professors will be taken into account as appropriate. The Dean will approve any salary increases.

Heads of School will be nominated and approved by the Dean for salary progression. Each case must be supported by an up to date CV and a one page summary justifying the recommendations. Evidence from the performance and development reviews and other senior professors will be taken into account as appropriate. All salary increases will be reported to the HR Sub Committee of the Board (HRSC) for monitoring purposes.

6. Progression between Zones

Professors in zones E to C

Heads of School will review all professorial staff on an annual basis (though this may be varied in exceptional circumstances) to assess if a nomination for re-zoning within zones E to C is appropriate. Recommendations based on merit during the period under review against the relevant criteria for the proposed zone, substantiated by comments sought in confidence from informed parties will be submitted to the relevant Faculty Committee for approval. All Faculty Committee decisions will be reported to the HR Sub Committee for monitoring purposes.

Professors in zones B and A

These professors will typically have been appointed on a salary negotiated individually, reflecting the post holder's expertise and contribution to the University. However, where it is felt within Faculty that a professor satisfies criteria for inclusion in either zone B or zone A, the VP/Dean after consultation with the HoS will make a recommendation in writing to that effect to the President/VC for consideration. Salaries for members of zones B and A will be reviewed annually by the Senior Salaries Review Group.

Heads of School will be nominated by the Dean for re-zoning. Each case must be supported by an up to date CV and a one page summary justifying the recommendation. Evidence from the performance and development reviews and other senior professors will be taken into account as appropriate. The Faculty Committee will determine any recommendations for re-zoning. All Faculty Committee decisions will be reported to the HR Sub Committee for monitoring purposes

7. Market Supplements

It is also recognised that for some professors it may be appropriate to review their salaries in light of market rate considerations. In practice this will mean that a professor has a salary within the zone they are allocated to, and where it is considered appropriate a separate market supplement is added. This represents the difference between the salary and the median value of the role in the current market and is subject to a separate review. Reference should be made to the University's policy on the use of market supplements.

8. Exceptional Circumstances

Whilst re-zoning will generally take place on an annual basis, Heads of School may put individual professors within zones E-C forward for re-zoning outside of this timeframe where professors are approached by external competitors or have developed significantly and re-zoning rather than the use of temporary market supplements is more appropriate. In these circumstances the Head of School may bring a recommendation forward to the Faculty Panel for immediate consideration, that the professor be moved up one zone within E-C, providing that it can be demonstrated that s/he satisfies criteria for the higher zone. Cases and outcomes will be reported annually to the HR Sub Committee for monitoring purposes.

9. Appeals

If on completion of the zoning exercise, a professor wishes to challenge the outcome of the review, s/he must submit a written request to the relevant Faculty Head of HR within one calendar month of the date of the result of the zoning exercise being communicated to him/her, clearly stating the grounds for appeal.

There are two possible criteria for appeal:

- challenging the outcome of the zoning exercise
- challenging the procedural fairness of the process

The Appeals Board will not hear challenges on the grounds relating to salary position within zone. The Appeals Board will comprise a Policy Vice President (Chair), a nominee of the Registrar and Secretary, and a VP/Dean or his/her nominee of a Faculty other than that of the appellant. The Appeals Board will consider the evidence in making a determination and its decision will be regarded as final.

10. Evaluation of Policy

The policy will be reviewed from time to time by the Director of Human Resources on behalf of the HR Sub Committee. The reviews will consider the structure of the pay zones, the continued applicability of the criteria for each zone, the impact on retention and attraction of professors, and the impact on research funding obtained by the University.

11. Promoting Diversity

The University is committed to ensuring promotion on merit and the establishment and maintenance of a balanced workforce.

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Related policies:	Market Pay Policy
Related procedures:	
Related guidance and or codes of practice:	Non-Clinical Professorial Pay Scale
Related information:	
Policy owner:	Director of Human Resources
Lead contact:	Karen Heaton

Appendix 1

Exemplar Professional Activities and AchievementsCriteria

(Criteria for higher zones would normally be satisfied in addition to those in lower zones)

Research	Zone D	Zone C	Zone B	Zone A
Elected Fellowship of esteemed scholarly societies, for example, the Royal Society, British Academy or National Academy		√		
Elected to key posts (for example President) in esteemed scholarly societies such as the Royal Society, British Academy or overseas equivalents				√
Elected Fellowship or equivalent of distinguished learning societies	√			
Elected to executive committee of key professional body	√			
Elected to major executive role of significant learned society			√	
Conferment of honorary degrees from distinguished Universities			√	
Conferment of honorary degrees from the most prestigious international Universities in recognition of research				√
Sustained level of high quality publications in prestigious publications year on year		√		
Editorship of prestigious journals	√			
Sustained record of successful PhD supervision	√			
Leading significant research teams of a size or standing well above average for the School	√			
Management of research centres of national importance as judged by external peer review			√	
Management of research centres of international importance as judged by external peer review				√
Invitations to address major international conferences as a plenary keynote speaker.	√			

Research	Zone D	Zone C	Zone B	Zone A
Invitations to deliver distinguished named lectures/lecture series ideally leading to publication		√		
Attracting major research funding contracts	√			
Sustained record of major external funding		√		
Attainment of international celebrated research awards				√
Senior visiting positions at research intensive Universities		√		
Senior visiting positions at research intensive Universities with a high international standing			√	
Invitations from grant awarding bodies to be members	√			
Chairing of major national/international research committees			√	

Academic Enterprise and Knowledge Transfer	Zone D	Zone C	Zone B	Zone A
Collaboration with other organisations in order to transfer knowledge	✓			
Transfer of intellectual property into the national economy and international economy	✓			
Attracting government and private funding to support knowledge transfer	✓			
Enrichment of under culture through creativity in disciplines	✓			
Influencing government legislation and policy	✓			
Sustained enrichment of under culture through creativity in disciplines		✓		
Major appointments to policy making bodies		✓		
Multiple instances of I P commercialisation		✓		
Knowledge transfer leadership or management roles in internal or external organisations		✓		

Teaching and Learning	Zone D	Zone C	Zone B	Zone A
Sustained record of a very high level of teaching performance at a variety of levels		✓		
Leading significant and successful curriculum innovation		✓		
Significant record of leading development of successful CPD and ExecED activities			✓	
Sustained record of innovative practice in teaching, assessment and feedback	✓			
Sustained record in managing teaching developments at School, Faculty or University levels			✓	
Membership of external bodies responsible for shaping Teaching and Learning policy at national level			✓	
Significant awards or prizes from national bodies in recognition of teaching excellence		✓		
Significant awards or prizes from international bodies in recognition of teaching excellence			✓	
Leadership of national or international Teaching and Learning agendas				✓
A record of sustained commitment and leadership in areas of strategic significance (including widening participation, public engagement, student recruitment and retention)	✓			
Appointment as external examiner for degree programmes in research intensive Universities	✓			
Publication of highly regarded HE text books	✓			
Publication of books or articles on pedagogy	✓			
Development of educational software	✓			
Executive responsibility for Teaching and Learning portfolio within professional associations	✓			
Elected fellowships or significant executive membership of distinguished learned societies or equivalent		✓		

Elected to major executive role of significant international learned society			√	
Elected to major executive roles of significant national and international learned societies				√
Major national standing or esteem	√			
Major international standing or esteem		√		
Sustained record of gaining substantial external funding for teaching innovation	√			

Service and Leadership	Zone D	Zone C	Zone B	Zone A
Significant contribution to the development, mentoring and career management of significant numbers of colleagues, researchers and students	√			
Outstanding contribution to the development, mentoring and career management of significant numbers of colleagues, researchers and students		√		
Advancement of discipline by distinctive contribution to intellectual leadership, professional, clinical or vocational practice	√			
Exercise of significant leadership / management responsibilities which enhance the future of the relevant discipline / School / Faculty	√			
Outstanding exercise of significant leadership / management responsibilities which transform the future of the relevant discipline / School / Faculty		√		
Refining professional practice in a high level and scholarly way	√			
Significant contribution to links with business and commerce, industry and the professions	√			
Exceptional contribution to links with business and commerce, industry and the professions		√		
Sustained record of providing references or acting as external member of appointment committees for professorial appointments at research intensive universities	√			
Membership of significant national or international bodies advising on policies on higher education	√			
Outstanding record of membership and chairing of significant national or international bodies advising on policies on higher education		√		