

# Contribution Reward Scheme 2017

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The following pages detail the scheme with effect from 1 January 2017.

## 1. Introduction

1.1 The University of Cambridge operates an annual contribution reward scheme for academic-related and assistant staff in grades 1 to 11. The scheme is made up of two components:

### 1. Contribution Increments (for sustained/ongoing contribution)

The award of additional increments (in the normal pay range or in the contribution range) to recognise an individual's outstanding contribution over and above the normal expectation for the role, over a period of at least a year and in the context of expected continuation at that level. Further details about eligibility, criteria and the procedure for applying can be found in Section 2: Contribution Increments.

### 2. Single Contribution Payments (for one-off/time limited contribution)

The award of one off payments of 3% (individual awards) or 2% (team awards) of salary to recognise an individual's outstanding contribution, over and above the normal expectation for the role, in the context of a one-off task or project that is finite in nature. Further details about eligibility, criteria and the procedure for applying can be found in Section 3: Single Contribution Payments.

## 1.2 Details of other reward mechanisms

Staff and managers should also be aware of the following reward mechanisms that fall outside of the Contribution Reward Scheme but should be considered if they are more appropriate (i.e if there has been a change to the employee's role that may justify pay at a higher grade):

### 1. Additional responsibility payments

Additional Responsibility Payments are made to employees who are taking on additional responsibilities and at a higher level (grade) to those set out in their job description, on a temporary basis and with the agreement of their institution. Further details can be found on the [Additional Responsibility web page](#).

### 2. Regrading

The regrading procedure allows for the re-evaluation of the duties and grades of academic-related and assistant staff posts in grades 1–11 where there has been development over time that may justify movement to a higher grade. Further details can be found on the [Grading webpages](#).

## 2. Contribution Increments

### 2.1 Eligibility

To be eligible to apply for Contribution Increments employees must:

- be an academic-related or assistant staff member in grades 1 to 11;
- have not yet reached the maximum contribution point for their grade; and
- have been in their post performing their duties at the current grade for at least 1 year prior to 1 January 2017.

Staff are only eligible to receive one award (either a contribution increment or single contribution payment) in each annual exercise (or for awards outside the normal timetable, no more than one award per year).

### 2.2 Criteria

An employee put forward for this award should have demonstrated their contribution over a period of not less than 1 year, with evidence of continuous working at that level. There must be tangible evidence that their personal contribution, commitment, and exercise of initiative, is over and above what is expected of a person performing competently in that grade and consistent with the Institution's agreed objectives.

Judgement on outstanding and sustained contribution should be relative to the expectations of the individual's grade and relative to the contribution of other members of staff in the same Institution.

There should be a clear demonstration that the individual has increased his/her contribution to the University's objectives on an ongoing basis. If successful, this level of contribution then becomes the normal expectation for that member of staff. Please also refer to the additional considerations below.

### **2.3 Examples**

Examples may include, but are not limited to:

- Exceptional achievements that have demonstrated attainment of additional knowledge/skills, resulting in an enhanced level of contribution within the existing grade.
- Taking on additional responsibility (within the existing grade) on an ongoing basis that has positively impacted on the School/Faculty/Department/Division or University.
- Demonstration of a consistently high standard of contribution over a sustained period of time.
- Attainment of agreed long-term objectives to a consistently exceptional standard that have positively impacted on the School/Faculty/Department/Division or University.
- Exceptionally high and sustained standard of customer service, with demonstrable impact on the service provided, and/or the reputation of the School/Faculty/Department/Division or University.

### **2.4 Additional considerations**

#### Length of service without an incremental point change

The length of time since the employee last received an incremental point change (through either service points or previous contribution increments) should also be considered when assessing proposals. Priority may be given to cases where the individual has not received an incremental point change over a longer period compared to other employees (where budget restrictions cannot accommodate all awards), in order to reward their contribution and service.

#### Retention

If, in addition to the above, the award of a contribution increment is needed to help retain the services of a particular member of staff, the case put forward must include relevant factual information to support the view that there is a significant risk that their services might otherwise be lost to the University.

### **2.5 Award details**

The award of a contribution increment will adjust the employee's salary to the specified spine point. Most successful proposals would result in the award of one contribution increment. Exceptional cases would need to be made for the award of more than one increment.

The award of contribution increment will be implemented in the March payroll, with effect from 1 January. Back pay from January to March will also be implemented in the March payroll.

### **2.6 Procedure**

All cases must be made using form [PD30a \(for the proposal of Contribution Increments\)](#). Part one should be completed by the staff member who should put forward their own case for consideration. Part two should be completed by the immediate manager (in some cases this will be the Head of Institution) who must confirm whether or not he or she supports the case. Please note that there is no need for part one to be completed if the line manager is putting the member of staff forward for consideration. If this is the case the individual should be informed that a proposal has been put forward on their behalf.

The form should be submitted in accordance with the timetable set by the institution, which will be communicated at the start of the exercise.

## 3. Single Contribution Payments

### 3.1 Eligibility

To be eligible to apply for Single Contribution Payments employees must:

- be academic-related or assistant staff in grades 1–11 (at any point in their grade, including the top contribution point); and
- have been in their post performing their duties at the current grade for at least 3 months prior to 1 January 2017.

Staff are only eligible to receive one award (either a single contribution payment or contribution increment) in each annual exercise (or for awards outside the normal timetable, no more than one award per year).

### 3.2 Criteria

Employee's exceptional contribution will normally be in respect of a one-off task or project that is finite in nature. Awards can be made on an individual basis (individual award) or as a team (team award) where the one-off task or project is a result of the joint efforts and combined achievements of two or more individuals.

It should be noted that single contribution payments are not to be used to reward temporary acting-up to a higher grade, which should be recompensed through an [Additional Responsibility Payment](#).

### 3.3 Examples

Examples may include, but are not limited to:

- Completing a major task or project ahead of schedule, coupled with resultant savings in resources.
- Contributing to the effective handling of a one off event, showing exceptional commitment or adaptability beyond that generally required of staff at that grade..
- Tackling successfully an unplanned or unexpected task, crisis/emergency, or incident involving complexity.
- Suggestion or design of an innovative approach, solution or idea for the improvement to a working practice or process within the team/unit/section/department/University. This may have lead to greater efficiency, improved quality, cost savings etc., which contributed to the achievement of School/Faculty/ Department/University objectives.
- Achieving a particularly challenging goal or objective, e.g. overcoming a significant obstacle to ensure a deadline is met.

### 3.4 Award details

#### Individual awards

The award for a single contribution payment will be a one-off non-pensionable payment of 3% of salary (pro-rated for part time staff) payable in the March payroll.

#### Team awards

Team single contribution payments will be one-off non-pensionable payments of 2% of salary for each of the individuals involved (pro-rated for part time staff) payable in the March payroll.

#### Future awards and consideration of contribution increments

It is not normally appropriate for applications for single contribution payments to be received for the same or similar reasons for more than two consecutive years for the same employee. This would normally indicate that the case no longer meets the criteria for a reward designed to recognise single exceptional contributions, but matches the criteria for a contribution increment. In the exceptional event of a single contribution payment being requested in the third consecutive year, consideration will be given by the

Awarding Authority to the award of a consolidated contribution increment in place of the third single contribution payment.

### **3.5 Procedure**

All cases must be made using form [PD30b \(for the proposal of Single Contribution Payments\)](#). Part one should be completed by the staff member who should put forward their own case for consideration. Part two should be completed by the immediate manager (in some cases this will be the Head of Institution) who must confirm whether or not he or she supports the case. Please note that there is no need for part one to be completed if the line manager is putting the member of staff forward for consideration. If this is the case the individual should be informed that a proposal has been put forward on their behalf.

The form should be submitted in accordance with the timetable set by the institution, which will be communicated at the start of the exercise.

## **4. Financial matters**

4.1 Institutions are expected to meet the full costs of successful Single Contribution Payments from Chest and non-Chest sources available to them, no additional budget will be provided. Heads of Institutions need to identify the funding source before making any proposal for a Single Contribution Payment. The award of Single Contribution Payments will not affect the individual's underlying grade or spine point.

4.2 The budget for UEF/Chest funded Contribution Increments is set each year by the Council and General Board. Each Awarding Authority has been allocated a share of the budget for the period 1 January to 31 July 2017. The budget of £180,000 including on-costs has been allocated in direct proportion to the salary costs of eligible Chest-funded staff currently in grades 1 to 11 in the Institutions within their remit. Maximum use of the budget should be made in each exercise. Provision needs to be made by institutions for bearing the costs in subsequent years. This budget will cover the award of Contribution Increments only.

4.3 The expectation is that awards made from non-UEF/Chest budgets should not exceed the relative percentage of the UEF/Chest budget allocation. For example, if the School/Faculty's total budget for Contribution Increments to be funded by the Chest is 5% of total eligible UEF staff expenditure, then it is expected that the total budget for Contribution Increments to be funded by non-Chest funds should be no more than 5% of total eligible non-UEF staff expenditure.

4.4 UEF/Chest funded proposals already approved outside the timetable will be a first charge on the relevant awarding authority's allocation for the current exercise.

4.5 The Council and the General Board expect institutions to meet the full costs, including on-costs, of successful proposals from sources available to them (whether UEF/Chest or other). Heads of Institutions need to identify the funding source before making any proposal for a contribution reward. The default assumption will be that funding will follow that of the current post.

4.6 The award of Contribution Increments will not affect the underlying grade but members of staff will move to the appropriate higher point within their current grade. Contribution Increments awarded must not exceed the range of the current grade. Where the resulting salary is within the range of contribution points for that grade, there will be no automatic progression to the next salary point. If, however, the resulting salary is still within the range of the service-related grade points, the individual will continue to progress to the top of the service-related salary as normal.

4.7 The costing of all proposals must include on-costs. For contribution increments, the relevant calculation will be the difference between total basic salary plus on-costs at the proposed new grade point, compared with those of the current grade point as at 1 January 2017, as adjusted for part-time workers (but with no adjustment for atypical pension/NI arrangements). The total is multiplied by 7/12ths to calculate the in-year cost to be funded from the central budget. For single contribution payments, this will be 2% or 3% of the current salary as at 1 January 2017 to which should be added an assumed 10% for National insurance costs.

4.8 [Grades and salary points, including on-costs](#), can be viewed online. For consistency it is recommended that the Cost Calculator spreadsheets below are used to calculate the costs of the contribution reward scheme.

- [Cost Calculator](#)

4.9 Proposals outside the normal timetable should be costed according to the rate of pay effective at the proposed date of implementation.

4.10 The budget available to fund Contribution Increments is subject to cash limitation. The expectation is that awards made from non-UEF/Chest budgets should not exceed the relative percentage of the UEF/Chest budget allocation (see Section 4: Financial Matters). Awarding authorities will be responsible for ensuring that the award of Contribution Increments is within their allocated share of the budget. This may mean that some staff who have demonstrated excellent performance will not be successful and it is the responsibility of Heads of Institution and Awarding Authorities to demonstrate objectively any ranking awarded and the subsequent decisions taken. Please note that the award of Contribution Increments forms a recurrent cost to Departments and therefore increases baseline spend in future years.

4.11 Awarding authorities will be responsible for ensuring that the award of Single Contribution Payments can be paid for from their own in year Chest funded budget, i.e. no additional budget will be provided for these payments.

## 5. Procedure for Institutions and Awarding Authorities

5.1 As soon as the scheme is launched, Heads of Institutions shall arrange for all members of staff to be informed that:

1. The scheme has been launched and how the guidance can be accessed (see [reference documents](#)).
2. A general review is underway in the Institution of those eligible to be considered.
3. Individuals may request to be considered for a contribution reward (increment or single payment).

Reports listing staff eligible for consideration for both contribution rewards will be electronically sent to the nominated report recipient for Institutions via the secure 'burst reports' mechanism. The process is described in the letter launching the exercise.

5.2 All cases must be made using form [PD30a \(for proposal of Contribution Increments\)](#) or form [PD30b \(for the proposal of Single Contribution Payments\)](#). Part one should be completed by the staff member who should put forward their own case for consideration. Part two should be completed by the immediate manager (in some cases this will be the Head of Institution) who must confirm whether or not he or she supports the case. Please note that there is no need for part one to be completed if the line manager is putting the member of staff forward for consideration. If this is the case the individual should be informed that a proposal has been put forward on their behalf.

5.3 Only one reward should be specified on each recommendation or application form. Staff cannot be awarded both a contribution increment and a single contribution payment in a single year. The choice of reward should reflect whether an individual's outstanding contribution is sustained over a period of not less than 1 year (with evidence of continuous working at that level) or if it relates to a one-off task or project that is finite in nature. This Scheme is designed to recognise exceptional contribution, i.e. contribution and achievement that is much greater than would be expected considering an individual's grade, role and objectives. Meeting the eligibility criteria means that an Institution is able to apply for a Contribution Reward in respect of a staff member. The recommendation/application should then outline the case for a Contribution Reward. It is not sufficient to state that the eligibility criteria have been met. The Awarding Authorities will expect to see a rationale which explains why an achievement or contribution is considered exceptional in accordance with the guiding criteria.

5.4 The Head of Institution is responsible for indicating whether they support the application and must forward all cases (both supported and unsupported) to the Awarding Authority. The reasons for not

supporting cases must be recorded by the Institution concerned and must be limited to whether the proposal is objectively justifiable within the scheme criteria.

5.5 Awarding Authorities are responsible for assessing proposals for the award of contribution rewards based on the documentation provided. Where the number of successful applications for Contribution Increments exceeds the budget allocation, Awarding Authorities will place the proposals in rank order in relation to the criteria and in comparison with other proposals submitted in the same exercise in order to determine which applicants will be successful. The cost of UEF/Chest funded decisions of the Awarding Authorities must not exceed the UEF/Chest budget allocation. Regardless of the source of funding, all rewards must be given on an equitable basis and should be relative to the performance of other members of staff in the same Institution.

5.6 Secretaries of Awarding Authorities will write to Heads of Institutions advising them of the decisions of the Awarding Authority. If the Awarding Authority considers that the proposal should be successful, but it was unsupported by the institution this should be discussed before the final outcome is confirmed. The correspondence should also include reasons where a reward has not been given.

5.7 Secretaries of Awarding Authorities should submit to [ContributionRewardScheme@admin.cam.ac.uk](mailto:ContributionRewardScheme@admin.cam.ac.uk) details of rewards made using the summary of outcomes proforma (see [reference documents](#)). This should include all of the applications considered, awarded and not awarded by the Awarding Authority.

5.8 Heads of Institutions should arrange for staff to be informed in writing of the outcome using model letters (see [reference documents](#)). Copies of letters to staff awarded contribution rewards should be sent to the relevant [HR Business Manager](#).

5.9 Heads of Institution should provide feedback to individual staff members if requested. The feedback from the Head of Institution should help staff gain a clear sense of what factors were relevant to the outcome.

5.10 Human Resources will:

1. Implement the increases in pay arising from the award of contribution rewards.
2. Compile data on gender and employment category and provide an annual report to the Resource Management Committee.

5.11 Awarding Authorities

Awarding Authorities are convened by the Secretaries of Councils of the Schools, or the Registry, in the case of Council institutions, including the Unified Administrative Service or the Academic Secretary in the case of Other Non-School General Board Institutions. The Awarding Authorities are:

- Institute of Continuing Education
- Non-School Council Institutions
- Other Non-School General Board Institutions
- Fitzwilliam Museum
- Hamilton Kerr
- Kettles Yard
- School of Arts and Humanities, including:
  - HRH Prince Alwaleed Bin Talal Centre of Islamic Studies
- School of Biological Sciences
- School of Clinical Medicine
- School of Technology
- School of the Humanities and Social Sciences
- School of the Physical Sciences
- UAS
- University Information Service
- University Library and associated Libraries:
  - Squire Law Library

- Medical Library Addenbrookes
- Betty and Gordon Moore Library
- Central Science Library
- Centre for Applied Research in Educational Technologies
- Marshall Library of Economics
- Radzinowicz Library
- Seeley Historical Library
- Social and Political Science Library

## 6. Timetable

Awarding Authorities are asked to note the timetable below which will enable successful awards to be implemented in March 2017.

Date	Action
<b>Week commencing 7 November 2016</b>	<b>Human Resources</b> distributes listings of staff eligible for the Contribution Reward Scheme.
<b>As soon as possible</b>	<b>Awarding Authorities</b> inform institutions of the deadline to submit cases.
<b>As soon as possible</b>	<b>Institutions</b> circulate details of the Contribution Reward scheme to staff confirming the deadline for proposals to be submitted.
<b>By deadline set by Institution</b>	<b>Individuals</b> submit cases by completing part 1 of either the PD30a (for contribution increments) or PD30b (for single contribution payments) form.
<b>By deadline set by Awarding Authority</b>	<b>Institutions</b> complete part 2 of either the PD30a or PD30b form(s) and submit supported and unsupported applications to the relevant Awarding Authority.
<b>By 17 February 2017</b>	<b>Awarding Authorities</b> agree outcomes, confirm to Heads of Institutions, complete the summary of outcomes pro-forma and submit to <a href="mailto:ContributionRewardScheme@admin.cam.ac.uk">ContributionRewardScheme@admin.cam.ac.uk</a>
<b>By 18 March 2017</b>	<b>Heads of institutions</b> write to staff with the outcome of their Contribution Reward Scheme applications.
<b>March 2017 Payroll</b>	<b>Human Resources</b> implements awards.

### 6.1 Awards outside the normal timetable

If it is considered essential to make a recommendation outside the normal timetable, for example a reorganisation has taken place part way through the year, an equivalent qualifying period would normally be needed prior to the proposed effective date of a contribution reward. Heads of Institutions are advised to consult their [HR Business Manager or HR Adviser](#).

## 7. Reference documents

### 7.1 Model letters

- [Notification of launch of the scheme](#)
- [Notification of award of contribution increment\(s\)](#)
- [Notification of award of a single contribution payment](#)
- [Notification of unsuccessful proposal for contribution increment\(s\) or single contribution payment](#)

## 7.2 Templates and guidance notes

- [Summary of outcomes](#)
- [Form PD/30 Proposal for Contribution Reward\(s\)](#)
- [Cost Calculator](#)
- [Cost Calculator Guidance: Contribution Increments](#)
- [Cost Calculator Guidance: Single Contribution Payments](#)
- [Using the Cost Calculator to complete the Summary of Outcomes proforma: Guidance for Awarding Authorities](#)

## 8. Guiding Principles

Assessment of contribution made should be clearly related to University, School or Faculty/Department objectives and should recognise achievements and reward behaviours and activities likely to contribute to the future success of the University.

Judgements should be based demonstrably on objective evidence and, if appropriate, recognise teamwork.

Managers should ensure that they periodically review the contributions of all of their staff, in order to bring forward for consideration all cases that meet the criteria.

Criteria for assessing contribution must be applied fairly and consistently.

The Staff Review and Development Scheme, whilst remaining a separate and independent mechanism for appraisal, could be used to inform the recognition and reward process including where applications should be considered under the Contribution Reward Scheme.

The following more general principles must also be applied through the process in order to achieve fair and proper consideration of proposals:

### 8.1 Natural Justice

'Natural Justice' is defined as 'due process of law' or the 'requirements of procedural fairness'. There are two principles:

1. No person may be a judge of his/her own cause
2. The person must have the opportunity to be 'heard' fairly

Accordingly, all persons involved in the procedure and in the consideration of proposals should be fully conversant with the guidance contained in this document. They should undertake their roles in a manner which is scrupulously fair in relation to proposals that have been submitted, whether or not the guidance makes explicit provision for all circumstances.

### 8.2 Fairness and declaration of interest

If any person involved in the preparation, presentation of documentation, or in the consideration of proposals has a personal interest that may affect the impartial consideration of proposals, or be perceived by others to do so, they should declare this to the person with overseeing that part of the process. If that is the person who has declared an interest, s/he should be prepared to withdraw from the relevant section of the proceedings, handing over responsibility to another person for that item of business.

With regard to Committees, all members should be aware that:

- a systematic approach in forming a view of a proposal is desirable
- the process of evaluation is a collective activity and all decisions should be arrived at collectively. (If a member is unable to be present, he/she may provide a written statement of their view but such

written views should be accorded less weight than those expressed in open discussion since written statements provided in absence cannot be challenged in committee)

- If all members agree immediately on the same overall assessment, this can be accepted without discussion. Differences in individual members' evaluations should be discussed and a consensus reached. Detailed discussion will in most cases lead to collective agreement on the assessment

### **8.3 Equal opportunity**

The University's statement of policy is as follows:

The University of Cambridge is committed in its pursuit of academic excellence to equality of opportunity and to a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity.

The University is therefore committed to a policy and practice which require that, for students, admission to the University and progression within undergraduate and graduate studies will be determined only by personal merit and by performance. For staff, entry into employment with the University and progression within employment will be determined only by personal merit and by the application of criteria which are related to the duties and conditions of each particular post and the needs of the institution concerned.

Subject to statutory provisions no applicant for admission as a student, or for a staff appointment, or student, or member of staff, will be treated less favourably than another on the grounds of sex (including gender reassignment), marital or parental status, race, ethnic or national origin, colour, disability, sexual orientation, religion, or age. For students, ability to meet the requirements of the selection criteria for competitive admission and for staff, ability to perform the job, will be the primary consideration.

If any person admitted as a student or appointed as an employee considers that he or she is suffering from unequal treatment on any of the above grounds in his or her admission, appointment, or progression through the University, he or she may make a complaint, which will be dealt with through the agreed procedures for complaints or grievances or the procedures for dealing with bullying and harassment, as appropriate.

The University will take active steps to promote good practice. In particular it will:

- Promote equality of opportunity
- Promote good relations between people of different racial groups, between women and men, and between disabled and non-disabled people
- Have due regard to the need to eliminate discrimination on grounds of race, sex, disability, and all other grounds set out in the statement on equal opportunities
- Subject its policies to continuous assessment in order to examine how they affect all under-represented groups, especially ethnic minority students and staff, women, and disabled students and staff, and to identify whether its policies help to achieve equality of opportunity for all these groups, or whether they have an adverse impact
- Monitor the recruitment and progress of all students and staff, paying particular attention to the recruitment and progress of ethnic minority students and staff, women, and disabled students and staff
- Promote an inclusive culture, good practice in teaching, learning, and assessment, and good management practice, through the development of codes of best practice, policies, and training
- Take positive action wherever possible to support this policy and its aims
- Publish this policy widely amongst staff and students, together with policy assessments and results of monitoring

The University will meet all statutory obligations under relevant legislation and, where appropriate, anticipate future legal requirements signalled under EU Directives.

### **8.4 Disability and allowance for special circumstances**

Consideration should be given to any special circumstances which may have resulted in a lack of opportunity for any applicant or group of applicants to perform to their full potential, e.g. disability and time

away from work because of family responsibilities for bringing up children or caring for relatives or for illness. Initially, the case put forward should be assessed objectively and on the same basis as other applicants before considering whether it would be appropriate to make an allowance. Those making the decision must record whether or not an allowance was made and the reasons behind that decision, as well as indicating the exact nature of any allowance made. Further advice should be sought from the relevant HR Business Manager Consultant.

In the case of a member of staff who is known to have a disability, account should be taken of:

1. the nature of their disability
2. how they believe it has constrained performance
3. and, if appropriate, the effectiveness of any adjustments to their workplace or employment arrangements in overcoming these problems

Full details of the [University's Disability and Employment policy](#) can be found on the web.

### **8.5 Confidentiality and the Data Protection Act, 1998**

Members of the Committees and University staff involved in the procedure should note that the process of consideration is confidential and that certain documentation in the guidance may not be disclosed to applicants or other persons who are not members of Committees or otherwise appropriately involved in the process.

The University's policy in relation to the Data Protection Act, 1998 is to respect confidentiality of information provided by referees in so far as this is compatible with the requirements of the Act and other relevant legislation.

### **8.6 Procedural adjustments and interpretation of guidance**

The Chair of the Human Resource Committee shall have authority, on behalf of the General Board and Council and in consultation with the trade unions, to make any reasonable change or adjustment to the procedure, interpret aspects of the guidance mentioned in the document where doubt arises as to its meaning, or take other action that may be necessary to ensure the fair and efficient management of this and any subsequent promotions exercise.