Contribution Reward Scheme 2020

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1. Introduction

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 the two components below. Eligible employees may apply for one award (i.e. 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).

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 base salary to recognise an individual's or team's outstanding contribution, over and above the normal expectation for the role, in the context of a one-off task or project that is discrete and time limited. Further details about eligibility, criteria and the procedure for applying can be found in Section 3 Single Contribution Payments.

1.1 Other reward mechanisms

There are other reward mechanisms in addition to the Contribution Reward Scheme. The most appropriate should be considered in each case (for example, if there has been a change to the employee’s responsibilities or role that may justify pay at a higher grade). Please speak to the appropriate HR School team to discuss further.

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;
- have been in their post performing their duties at the current grade for at least one year prior to 1 January 2020
- be employed at the point the award is paid (i.e. employees who have left the University, or are due to leave the University prior to March payday, are not eligible to receive an award
- not be applying for a single contribution payment under the CRS 2020

2.2 Criteria

An employee put forward for an award must be able to:

- demonstrate sustained and ongoing contribution over a period of not less than 1 year;
- provide evidence to demonstrate that their personal contribution, commitment, and activity is over and above what is expected of a person performing competently in that grade;
• show that their activity is consistent with the Institution's and University'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.

NB If successful, the demonstrated level of contribution becomes the normal expectation for that
member of staff. Please also refer to the additional considerations below.

2.3 Examples

Examples of what might justify additional increments may include (but are not limited to) the
following activities.

• Having consistently performed their role to an excellent standard, above what would
normally be expected of them in their role
• Having proactively sought opportunities to gain additional knowledge and/or skills, which
have then positively impacted the support an individual provides to their Institution or the
University
• Taking on additional responsibilities (within the existing grade) on an ongoing basis
• Providing a consistently high standard of contribution and support to their Institution or
the University
• Using initiative and problem-solving skills above what would normally be expected of
that grade to offer suitable and effective solutions
• Successfully completing agreed long-term objectives to a high standard
• Providing a consistently high standard of customer service and therefore positively
impacting the reputation of their Institution or University
• Demonstrating innovation and resourcefulness regularly, resulting in improved, more
cost effective processes
• Showing leadership qualities which positively encourage team members and colleagues,
and improve overall team performance (particularly when the individual does not have
line management responsibility)

2.4 Additional considerations

Demonstration of contribution is the main focus of the award decisions. However, when
reviewing the eligible population there are other points to take into consideration:

Time without an incremental point change

The 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 or encouraging applications. 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. Using the information provided in the eligibility reports, Awarding Authorities are
encouraged to review all staff who are on their top service point and consider the number of
years they have been there.

Gender equity and fairness

Gender-based management information is provided to Awarding Authorities to help ensure that
awards made through CRS are fair, equitable and monitored over time.

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. In these cases, Institutions are asked to consider additional options which may help to mitigate the risk.

2.5 Award details

The award of a contribution increment will adjust the employee's salary to the specified spine point. Most successful proposals 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.

2.7 The impact of Cambridge Living Wage (CLW)

In August 2019, the University implemented a new minimum rate of basic pay of £10 per hour, for directly employed staff, known as a Cambridge Living Wage (CLW).

Employees on spine points 18 to 21 are eligible to receive a Cambridge Living Wage supplement, which increases their hourly rate to £10, and is paid to them each month with their normal pay.

Those in receipt of a CLW supplement can still apply for Contribution Increments through the Contribution Reward Scheme. If they are successful in their application, they will move to the appropriate spine point. As a result, their base pay will increase, and the amount paid as the supplement will decrease. If they move to spine point 22 or above, they will no longer be eligible to receive the supplement. The examples below demonstrate this:

Example 1:

Alex is currently on spine point 18, base salary of £17,682 per annum, £9.27 per hour.
Alex receives a CLW supplement of £0.73 per hour, bringing their total to £10 per hour.

Alex applies for one Contribution Increment, and is successful. Alex therefore moves to spine point 19, base salary of £18,009 per annum, £9.44 per hour. The amount Alex receives as CLW supplement will therefore reduce to £0.56 per hour, but their total will remain as £10 per hour.
Example 2:

Sam is currently on spine point 21, base salary of £18,709 per annum, £9.81 per hour. Sam receives a CLW supplement of £0.19 per hour, bringing their total to £10 per hour.

Sam applies for two Contribution Increments, and is successful. Sam therefore moves to spine point 23, base salary of £19,612 per annum, £10.28 per hour. Sam is therefore no longer eligible to receive a CLW supplement.

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 2020
- be employed at the point the Single Contribution Payment is paid (i.e. employees who have left the University, or are due to leave the University prior to March payday, are no longer eligible to receive an award)
- not be applying for a contribution increment under the CRS 2020

3.2 Criteria

Employee's contribution will normally be in respect of a one-off task or project that is discrete and time-limited. 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 of what might justify additional increments may include, but are not limited to:

- Completing a significant task or project to an excellent standard, perhaps coupled with resultant savings in resources.
- Successfully organising or helping to organise a one-off event, demonstrating commitment, flexibility and adaptability to ensure smooth running before and on the day.
- Successfully managing a complex and unplanned or unexpected task, emergency or incident.
- Suggestion and design of an innovative approach, solution or idea for the improvement to a working practice or process within their Institution. This may have lead to greater efficiencies, improved quality, cost savings etc., and contributed to Institutional objectives.
- Achieving a particularly challenging goal or objective, e.g. overcoming a significant obstacle to ensure a deadline is met.
- Demonstrating fantastic team working, by working together effectively to deliver a large, complex project.
3.4 Award details

Individual awards

The award for a single contribution payment will be a one-off non-pensionable payment of 3% of base 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 base 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 is 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 University Education Fund (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 2020. The budget of £520,000 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. Appropriate 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 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.
4.4 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), including the in-year budget provided, as referred to in 4.2 above. 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.

4.5 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.

4.6 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 2020, 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 base salary as at 1 January 2020 to which should be added an assumed 10% for National insurance costs.

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

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

4.9 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. 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. 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.

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 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 excellent 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. They must be based on the proposal, and its suitability based on 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** 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 are encouraged to provide feedback to individual staff members on their application. 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
  - Faculty of Architecture and History of Art Library
  - 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 2020.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 November 2019</td>
<td><strong>HR launch CRS 2020</strong></td>
</tr>
<tr>
<td>22 November 2019</td>
<td><strong>Human Resources</strong> distributes listings of staff eligible for the Contribution Reward Scheme and Management Information.</td>
</tr>
<tr>
<td>As soon as possible</td>
<td><strong>Awarding Authorities</strong> inform institutions of the deadline to submit cases.</td>
</tr>
<tr>
<td>As soon as possible</td>
<td><strong>Institutions</strong> circulate details of the Contribution Reward scheme to staff confirming the deadline for proposals to be submitted.</td>
</tr>
<tr>
<td>By deadline set by Institution</td>
<td><strong>Individuals</strong> submit cases by completing part 1 of either the PD30a (for contribution increments) or PD30b (for single contribution payments) form.</td>
</tr>
<tr>
<td>By deadline set by Awarding Authority</td>
<td><strong>Institutions</strong> complete part 2 of either the PD30a or PD30b form(s) and submit supported and unsupported applications to the relevant Awarding Authority.</td>
</tr>
<tr>
<td>By 19 February 2020</td>
<td><strong>Awarding Authorities</strong> 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></td>
</tr>
<tr>
<td>By 19 March 2020</td>
<td><strong>Heads of institutions</strong> write to staff with the outcome of their Contribution Reward Scheme applications.</td>
</tr>
<tr>
<td>March 2020 Payroll</td>
<td><strong>Human Resources</strong> implements awards.</td>
</tr>
</tbody>
</table>

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 Template 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, 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 General Data Protection Regulation (GDPR)

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 General Data Protection Regulation (GDPR) is to respect confidentiality of information provided by referees in so far as this is compatible with the requirements of the Regulation 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.