

Recruitment & Retention Premium Procedure

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Introduction

This procedure sets out the process for the application of Recruitment and Retention Premium and is compliant with the Equal Pay Act 1970.

1. Procedure for consideration of recruitment and retention premium

A clear business case will need to be made by the recruiting manager and approved by the Dean or Director. Recruitment and retention premia will only be considered once there is a clear need and recruitment, and retention problems cannot be better addressed through the total benefits package or the work environment.

Prior to recruitment campaigns

If it is believed that it will be difficult to recruit to a particular post on the current grading and total benefits package, the business case should include:

- Researched reward data on comparators. HR will advise and research external data, turnover rates within the role and exit information where available
- Evidence from similarly advertised posts (a belief that it will be difficult to recruit to a particular post is insufficient)
- Details of what other means (e.g., job redesign) of addressing the potential recruitment difficulty have been considered in conjunction with HR and the reasons why these have not been pursued, or are inappropriate
- Full details of which other employees (HR will provide this information) would be eligible for any potential premium based on the premise that they are employed in the same role (this information is required to comply with the Equal Pay legislation)
- Information on how the premium will be funded
- How long the premium is required for in the first instance.

After recruitment campaigns

If it is difficult to recruit to a particular post on the salary and total benefits package in place, the business case should include (in addition to the above):

- Full information on previous unsuccessful recruitment campaign(s), including advertising, media, job descriptions, person specifications
- Any other recruitment materials or processes involved, numbers applying, reasons for rejection of applicants and any other relevant matters regarding the campaign (s).

HR will consider the following when assessing the case, if:

- There is a significant risk of lack of employees with key skills in the specific roles because there are vacancies or significant risk of vacancies, and there is sufficient evidence that suitable candidates do not or will not apply.
- Recruitment and retention initiatives which are not related to pay are not sufficient to secure the key skills
- Data for the relevant external market indicates a premium for specific roles, having considered the total benefits package offered by the University
- There is sufficient evidence to justify a recruitment and retention premium and to withstand any challenges under the Equal Pay Legislation
- There are sufficient funds or sources of income to justify payment of a premium.

If the business case is approved, the Director of HR will determine the amount of premium, the duration of the premium and any other conditions that apply. The HR Director will inform the Trade Unions of the premium and have the opportunity to discuss the premium as outlined in [Appendix A](#).

Once approved, HR will:

- Record the rationale for the premium in the personal file (s) of all those to whom it will be paid
- Notify the employee (s) concerned in writing of the amount and explicit basis of the additional payment.

If the business case is not approved, then feedback will be provided by the HR to the relevant Dean / Director and Trade Unions. HR will also advise on appropriate options which may result in a more successful recruitment campaign.

2. Duration and reassessment if a recruitment and retention premium

Any payment will be for a fixed period determined separately for each case. A further review of market conditions will be undertaken before the premium is due to end, and no less than every 12 months. The review will be undertaken usually using the same comparative survey data, but it is recognised that other sources may become available or existing sources may change. This review will focus on:

- The impact that the premium has had on reducing recruitment difficulties and turnover rates
- Changes in the labour market affecting the initial need for, and the continuing amount of a premium
- Compatibility with the requirements of the Equal Pay Legislation.

HR will decide whether there is justification for:

- An increase in the premium (subject to funding available)
- A decrease in the premium
- The premium to cease.

Any changes will be effective from the end of the period for which the current premium was given. Payments will be subject to tax and national insurance.

3. Appointment or redeployment to another post in the University

Where an employee takes up another post within the University, payment of the premium will cease unless the new post qualifies for a premium.

If an employee is redeployed from one post to another and is covered by the pay protection arrangements, the premium will continue to be paid for the period of protection, subject to the normal premium review dates and associated terms and conditions. HR will circulate a copy of the summary of the issue provided by the manager, and relevant information/ correspondence to the panel.