

## Staff Retention policy

The University has adopted practices for dealing with staff retention, but these are not well understood around the University, and are more complex than they need to be. To help streamline the process, and to provide information for staff, on the recommendation of the University Executive Board, a Staff Retention Policy, has been approved by the Remuneration Committee.

Dr Richard Messer  
University Secretary  
June 2016

# Staff Retention policy

1. The University has in place arrangements for the conferment of personal titles, review of professorial salaries, additional and discretionary increments, and other reward mechanisms. These measures, by dint of being considered on a cyclical basis, are not well suited to the rare occasions when the University wishes to consider attempting to retain a member of staff who has an offer of employment from elsewhere. The University Executive Board considers it important, in an increasingly competitive environment, to have a policy setting out how it deals with retention.
2. The University will only seek to retain a member of staff in exceptional circumstances.
3. A retention case should be brought formally by a Head of School or a Head of Service (or, occasionally, if the case is broader than that for a School or Service, the relevant member of UEB) to the University Secretary, who will ensure that the process for considering the case is followed. The case will be submitted on the attached form. A Head of School may of course have informal discussions first with whichever member of the University Executive Board has a remit most closely related to the grounds for the case being made.
4. A retention case can be brought for any member of staff, regardless of grade or category.
5. A case will usually only be considered if the member of staff has a job offer from another organisation, although the Vice-Chancellor may, exceptionally, waive this condition.
6. The University Secretary will initially bring the case to the attention of the Vice-Chancellor. If the Vice-Chancellor considers that the request merits further assessment, he will refer it to a named member of the University Executive Board (most obviously either the Deputy Vice-Chancellor or the Chair of the Staffing Committee) to consider the case, who will in turn consult with other relevant members of the Board depending on the nature of the case, and make a recommendation to the Vice-Chancellor. The Vice-Chancellor may decide to bring a case to a meeting of the Executive Board if he so wishes.
7. The decision of the Vice-Chancellor is final. The University Secretary will keep a record of each decision and the reason for it.
8. Only in cases which would normally come under the purview of Remuneration Committee (that is, where a salary adjustment on behalf of a Professor or an individual within Research Grade 9 or an individual within Professorial and Managerial Grade 9) be it a requirement that the Chair of that Committee be asked to assure themselves of the reasonableness of the proposed decision.

9. An annual report will be made to the last meeting of the Remuneration Committee of the academic year, listing and explaining any cases where the University has reached a decision that a member of staff be retained. Information on the impact of the decisions on the gender pay gap will be passed to the Deans for Diversity and Inclusion.

Dr Richard Messer  
University Secretary

<b>Keeper</b>	<b>Reviewed</b>	<b>Approved by</b>	<b>Approval date</b>
University Secretary	Annually	Remuneration Committee	14 June 2016

# CASE FOR RETENTION OF A MEMBER OF STAFF

## Request for the consideration of the retention of a member of staff

This form should be completed by the Head of School or Service to propose the retention of a member of staff. Please refer to the University's Staff Retention Policy when completing this form.

### MEMBER OF STAFF'S DETAILS

Please use this section to complete the details of the member of staff who it is proposed to retain.

School/Function:	Choose an item.	
If other, please specify:	Click here to enter text.	
Research Division:	Choose an item.	
Nominee details:	Title(s):	Click here to enter text.
	Forename(s):	Click here to enter text.
	Surname:	Click here to enter text.
Current Role:	Job Title:	Click here to enter text.
	Grade:	Click here to enter text.
	Salary:	Click here to enter text.

### DESCRIPTION OF JOB OFFER

Please use this section to enter the details of the job offer which the staff member has received. Please include all known details.

Institution:	Click here to enter text.
Role offered:	Click here to enter text.
Salary offered:	Click here to enter text.
Expected start date:	Click here to enter a date.
Any other relevant details:	Click here to enter text.

## CASE FOR RETENTION

Please use this section to outline the case for retaining the member of staff. This should include all relevant reasons – such as the academic case, the strategic case, business continuity reasons, and any other reasons. Please also include details of the required timescales for a decision.

Click here to enter text.

## PROPOSED RETENTION OFFER

Please use this section to outline the proposed offer for the member of staff. This might be but is not limited to promotion, salary increase, or the award of a personal title.

Click here to enter text.

## PROPOSER'S DETAILS

Please use this section to complete the details of the Head of School or Service proposing the retention case.

Name:	Click here to enter text.
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Date:	Click here to enter a date.
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Please submit this completed form via email to the University Secretary, Dr Richard Messer, ([r.j.messer@reading.ac.uk](mailto:r.j.messer@reading.ac.uk)).