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[REDACTED]

13 April 2016

Dear [REDACTED]

Freedom of Information Act 2000 – Information request (ref: FOI_16-081)

We have now considered your request of 29 March 2016 for “...*details of the Key Performance Indicators used by the remuneration body / committee when measuring performance for staff earning above £100,000 p.a.*”. Our response is on pages 2-5 of this letter, together with a copy of your request, and we hope this will meet your requirements.

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You have the right of appeal against this response. If you wish to appeal, please set out in writing your reasons for appealing and send to the above address. You must appeal within 60 calendar days of the date of this letter. Any appeal received after that date will not be considered nor acknowledged. This policy has been reviewed and approved by the Information Commissioner’s Office.

You also have a subsequent right of appeal to the Information Commissioner’s Office. Further information is available on their website: https://ico.org.uk/Global/contact_us, or by telephone on 0303 123 1113.

Please quote our reference given at the head of this letter in all correspondence.

Yours sincerely

Dave Palmer
Information Policy and Compliance Manager
University of East Anglia

Response to Freedom of Information Act 2000 request (FOI_16-081)

Could you please provide details of the Key Performance Indicators used by the remuneration body / committee when measuring performance for staff earning above £100,000 p.a

The Senior Officers Remuneration Committee (SORC) is the only remuneration committee in operation at the University. The SORC only assesses the performance of the certain posts; namely, Vice-Chancellor, Pro-Vice-Chancellors, Deans of Faculty and the Registrar and Secretary.

The only 'Key Performance Indicators' (KPI) in use by the SORC in assessing the performance of staff before them earning above £100,000 per annum are contained within Sections 3 and 4 and within Appendix A of the annual email from the Director of Human Resources to all professorial and related staff which is reproduced below.

It should be noted that these KPI apply to all professorial and related staff. There are other staff earning above £100,000 per annum at the University who are not assessed by the SORC.

[excerpt from: Email from Director of Human Resources to all Professorial & Related Staff regarding 2016 Professorial and Related Staff Salary Review]

3. In accordance with the current guidelines, and with reference to Appendix A, I should be grateful if you could include in your report the following areas:

- | | | |
|--|---|--|
| Learning & Teaching | - | extent of activity, and relationship to School norms; |
| | - | leadership activity within School; |
| Research | - | extent and originality of activity, and relationship to discipline norms; |
| | - | evidence of quality and impact ; |
| | - | external support ; |
| | - | research students and post-doctoral workers in your team; |
| | - | leadership activity within School; |
| Enterprise & Engagement | - | extent of activity; |
| | - | leadership activity; |
| Contribution to your discipline at a national and international level | - | extent of activity ; |
| | - | leadership activity; |
| UEA | - | School activity other than research and teaching; |
| | - | University level activity; |

Summary

- An opportunity for you to go beyond the descriptive material set out above to **characterise your overall attainment** for the benefit of the review group.

Wherever possible, your report should not only describe activity and inputs such as research support, but should comment on outputs, effectiveness, impact and achievements. You may find Appendix B of the Promotions Committee Rules and Procedures (the Green Book): Evaluation of Teaching, Research, Enterprise & Engagement, and related Administration, Management and Leadership helpful; it comprises an extensive list of factors which may feature in an individual's profile of activities, and may be a useful prompt for your report (copies are available on the HRD internet).

4. Academic-related staff should use their judgement to prepare a report which is appropriate to their activities, and reflects the intentions of the structure set out above.

Professoriate Role Descriptors

The table below sets out broad areas in which the professoriate is expected to contribute - namely research; teaching; enterprise & engagement; and associated administration, management and leadership. Some comments are incorporated where there might be some differences of emphasis between an ATR professor and ATS professor. Individual professors may, of course, show greater aptitude and ability in some areas (outside their core academic standing) than others.

Key role	Comment	Qualifying comment
Maintaining and strengthening personal academic achievement (publications, grants, relevant E&E, supervision of PGR students)	There is a risk that once appointed to a Chair an academic may lose momentum and not feel incentivised to drive on to a higher level of attainment	High importance for both ATR and ATS
For ATR professors, leadership of research and of research teams. This will of necessity entail obtaining external research funding support for these teams	The extent of research <i>team</i> leadership will depend on the discipline – more applicable to SCI, FoH, parts of SSF, less but increasingly so to HUM. Research leadership is to be expected throughout	High importance for ATR Possibly lower for ATS
Mentorship and academic leadership for more junior academic staff	Should be expected in all areas – can be assured via appraisal	High importance for both ATR and ATS
Critiquing and co-applying for research grants with (less experienced) academic colleagues	Should be expected in all areas – can be assured via appraisal and research plans	High importance for ATR ATS should bid for funds to support E&E
Academic networking nationally and internationally to enhance their own and the University's reputation and influence	Should be expected in all areas – can be assured via appraisal and research plans	High importance for both ATR and ATS
Securing membership of significant national and international bodies (for example funding committees of Research Councils, NHS R&D or major charities; seeking nomination to influential academic organisations and bodies)	Should be expected in all areas – can be assured via appraisal	High importance for both ATR and ATS

Assisting in identifying new recruits to the UEA academic staff (search committees) and thereby contributing to the School and Faculty's recruitment strategy	Should be expected in all areas	High importance for both ATR and ATS
Acting as a source of innovative ideas to be fed to the HoS, Dean and ADs (in the areas of research, E&E, teaching and recruitment strategy)	Should be expected in all areas	High importance for both ATR and ATS
Contributing to a strong pool of management-inclined academics to take on Heads and AD roles in the future	Should be expected in all areas – potential candidates identified via appraisal and then supported through targeted leadership/management training	High importance for both ATR and ATS
Contributing cutting-edge expertise to the student learning experience in their specialist areas	Should be expected in all areas – can be assured via appraisal	High importance for ATS Possibly lesser importance for ATR
Proactively identifying and pursuing opportunities for Enterprise and Engagement at a high level in order to enhance the impact of our research and scholarship. This might include commercialisation of original discovery, high level consultancy based on expertise, and premium CPD provision	E&E should not be seen as being in tension with research for ATR staff, especially with the emphasis on impact in the REF. ATS professoriate will generally undertake E&E to an especially high level of performance	High importance for ATS Medium importance for ATR
Contributing to School, Faculty and University level activities through membership of committees, panels or working groups	Should be expected in all areas – can be assured via appraisal	High importance for ATS Medium importance for ATR