

RESPONSIBILITY ALLOWANCE POLICY AND PRACTICE

1 Scope

1.1 Responsibility Allowances are a formal means of recognition and remuneration for temporary changes in the level of duties and responsibilities that employees agree to undertake when business needs dictate.

1.2 The College recognises that opportunities for employees to temporarily undertake such responsibilities and duties at a higher level can be both a positive developmental experience and an appropriate investment by the College in succession training. Whilst the business needs of the College will be foremost in deciding when it is appropriate to resource and remunerate work in this way, the College is committed to the support and promotion of the professional development of all staff groups. Where possible, it will make opportunities available for employees to experience work beyond their substantive job role duties.

2 Purpose

2.1 Employees may be asked to take on additional responsibilities, for example, when an established position is vacant for a significant period e.g. in the case of long-term sickness absence, maternity, paternity or secondment leave of a substantive jobholder. The opportunity may also arise when an established position has become vacant, and there is a need for the duties and responsibilities of that role to be undertaken in the interim period. A responsibility allowance will be paid as a means of recognition and remuneration whilst undertaking these additional duties.

2.2 A responsibility allowance may not be appropriate in every circumstance. Where an employee's individual and exceptional performance is to be rewarded but the employee's job has not substantially changed, reference should be made instead to the Rewarding Staff Policy on the HR website [Rewarding staff](#)

2.3 Activities undertaken that attract a responsibility allowance should be discounted when assessing the role via job evaluation (HERA) and when considering staff for additional payments as outlined in the Rewarding Staff section of the HR website. If not, there could be an associated inequality and equal pay risk.

2.4 Where changes to the role are such that the post could be identified as being a 'new job', there may be a requirement to formally advertise the position. In these cases, reference should be made to the Staff Recruitment policies on the HR website https://intranet.rvc.ac.uk/HR_internal/StaffRecruitment/Index.cfm

Please contact HR for advice on what will constitute a 'new job' if necessary.

2.5 If the required duration for work duties to be covered is for a period of less than four weeks, it would be expected that resourcing within a Department could be temporarily redeployed without recourse to this allowance. Where such arrangements are made and those undertaking the duties have done so in an exceptional way, reward may be sought retrospectively through the Rewarding Staff Policy.

3 Eligibility

- 3.1** This policy and process is applicable to all staff groups with the exception of academic staff who are remunerated by the Senior Staff Remuneration Committee.
- 3.2** Opportunities to take on additional responsibilities and receive a responsibility allowance should be open to all employees within the relevant Department. It is the responsibility of the line manager to ensure that relevant staff within the department are informed of such opportunities.

4 Procedure

- 4.1** The line manager identifies the type and nature of the duties required to ensure that the work is adequately covered and discusses with their Head of Department (HoD) or Vice Principal (VP) how the duties may be appropriately resourced. They will also discuss whether an allowance is appropriate, the duration of the additional responsibilities and how the allowance will be funded (this may include approval from the Research Office where the allowance relates to someone on a research grant).
- 4.2** Where approval has been granted, the HoD or VP applies for the Responsibility Allowance via the Special Reward Panel (SRP). Only HoDs and VPs may apply for additional payments via the SRP.
- 4.3** Application forms can be found at <http://www.rvc.ac.uk/HR/Employees/rewardingstaff.cfm> and, once fully completed, must be sent to the SRP Secretary (pspike@rvc.ac.uk) at least 15 working days prior to the SRP meeting. For further information about the SRP, its purpose and future dates of meetings, please go to Rewarding Staff on the HR website <http://www.rvc.ac.uk/HR/Employees/rewardingstaff.cfm>. In exceptional circumstances applications may be submitted, and decisions from the panel given, via correspondence in between SRP meetings.
- 4.4** Following the meeting, the SRP Secretary will advise the HoD and VP whether or not the responsibility allowance was approved. Reasons will be given for any non-approvals.
- 4.5** The line manager will then select the most appropriate person to undertake the additional duties. Where more than one individual could be considered, fair and reasonable recruitment & selection processes will be applied in line with the College's commitment to equality. Criteria for the interview and selection will usually consist of questions relating to the skills, knowledge and experience relevant to the new opportunity. Human Resources can provide advice where needed.
- 4.6** HR will then write to the individual confirming details of the allowance; including a confirmation of duties, the allowance amount, the duration, review dates and any other changes to terms and conditions.

5 Criteria

- 5.1** All Responsibility Allowance applications will be considered within the context of equal opportunities and equal pay legislation.
- 5.2** Allowances are applicable on a temporary basis only. These arrangements should typically be in place for a maximum period of twelve months and a minimum period of four weeks.
- 5.3** An application will not be endorsed to cover the annual leave of a substantive job-holder.

5.4 On occasion, it may be that an employee reports to two or more managers. In this situation, the HoD or VP will need to determine the prioritisation of the work and thus avert conflicts.

6 Payments and Calculations

6.1 Responsibility Allowance payments will not be subject to superannuation and will not therefore count towards pensionable salary.

6.2 Responsibility Allowance payments will typically be calculated in respect of the difference between an employee's substantive positioning on the salary scale and that of the lowest spine point of the grade of the job which they are covering.

6.3 Where an employee is on a grade and spine point overlapping that of the role being covered, the Responsibility Allowance will be calculated in respect of the difference between the employee's substantive spine point and that of the next highest spine point of the grade of the job which they are covering.

6.4 Where the duties of the higher-graded post are covered by more than one post-holder, the approximate proportions should be calculated and pay differences made pro-rata (e.g. if 2 people are covering, each member of staff would get their substantive pay plus 50% of the difference as detailed above).

6.5 Where the member of staff is required to undertake some, but not all of the duties and responsibilities of a higher graded position, the HoD or VP may apply for a smaller sum, dependent upon circumstances of the case.

6.6 All contractual incremental increases for the individual, linked to their substantive role, will remain whilst undertaking the new agreed duties.

7 Management and Review of Allowance

7.1 The line manager will identify where the employee undertaking additional duties has training needs and ensure that these are addressed and that the individual is appropriately supported. This will be assessed at the outset and revisited in regular review discussions.

7.2 Line managers of employees undertaking additional duties and receiving responsibility allowances will meet regularly with them to review performance, provide support and training and to assess the on-going suitability of the arrangement.

7.3 Allowances will be withdrawn at the completion of the authorised period or sooner if occasioned by unsatisfactory performance or changed business need; at which point the employee will return to their substantive duties and salary.

7.4 In the case of poor performance of the duties, line managers should refer to the Manager's section of the HR website <http://www.rvc.ac.uk/HR/Managers/Index.cfm> or contact a member of HR for guidance on the management of the situation.

7.5 Due to the temporary nature of this allowance, the line manager will need to stipulate from the outset the intended commencement and finishing dates. It is the responsibility of the line manager to liaise with Human Resources in good time concerning any proposed changes to start and end dates for the payment of these allowances. The allowance will come to an end at the designated end date and no

extension of an allowance will be considered without an overall review of the business needs and authorisation from the SRP.

- 7.6** In circumstances, where changes to an individual's role duties are to be permanent, reference should be made to the Job Evaluation (HERA) section of the HR website
<http://www.rvc.ac.uk/HR/Employees/jobvalemp.cfm>

8 Review of Policy

- 8.1** Any queries on the application or interpretation of this policy must be discussed with HR prior to any action being taken.
- 8.2** The scheme will be reviewed and awards monitored to ensure the College's commitment to equality.
- 8.3** This policy is at the discretion of the SRP, is subject to review and may be subject to change from time to time.
- 8.4** Any proposals, amendments and revisions to this policy will be proposed through HR and approved via the Principal and CEC.

Last Reviewed May 2017