



Brasenose College Remuneration Policy

Approved by Remuneration Committee and Governing Body, February 2018

1. The College's charitable objectives are to advance education learning religion and research as a perpetual college in the University of Oxford. The College aims to fulfil these to a very high standard, befitting one of the best Universities in the world.
2. To fulfil these objectives the College aims to recruit and retain world-class academics as Tutorial Fellows who can undertake excellent research and lead the delivery of excellent education to the College's students. The College also needs to recruit very good academics to support the Tutors with delivery of that teaching, and very good non-academic staff who can support the College's academic endeavour by delivering leadership, community, facilities, finance, and administrative support of high quality.
3. The remuneration of both academics and non-academic staff needs to be set with reference to a variety of factors and constraints including:
 - a. The context of the collegiate University: some joint appointments are on a salary scheme set by the University, some pay is set with reference to University and cross-College common pay frameworks, and pay in other colleges or the University can also be a useful benchmark to assess the competition for staff.
 - b. Within the collegiate University, the College is one of the older, better-endowed college (mid-2nd quartile – 11/30 undergraduate colleges, 13/38 colleges). Unless there is a clear strategic need for the College to be leading on some aspect of pay, the College would not expect to be paying in the top quartile. Conversely, the College would not usually expect to be paying salaries substantially below the average, unless there were a clear opportunity to do so without being unfair to employees, or there was clear case that other college were making unnecessarily high payments. The College therefore would usually expect to set remuneration in the second quartile.
 - c. Financial constraints – and the need to ensure that charitable resources are spent wisely and not wasted Oxford University and Brasenose College are elite institutions, and want to attract exceptional people – but the rewards of working in an elite institution are many and frequently non-pecuniary, so remuneration does not necessarily have to be higher than that offered in different markets.

- d. The importance of fair treatment of all employees. The College uses the University job evaluation scheme, underpinned by [HERA](#), to set pay grades.
- e. The need to set remuneration in a way that encourages and rewards success, effort and communal achievement but does not encourage and reward individual achievement to the detriment of others or of the wider college goals. In a college setting, equality of treatment and collective endeavour are important and performance related pay is not generally appropriate, although some modest bonuses for specific achievements can be awarded. Pay progression may be limited for those who are performing poorly.
- f. The need to recognise the conflict of interest of employees setting remuneration policy that affects their own remuneration or the remuneration of their colleagues.
- g. The need to take account of the uncertainty of political and economic environment, particularly Brexit, which may require adaptation of this policy.

4. Tutorial Fellows:

- a. The Tutorial Fellows are all Trustees of the college, so their remuneration is governed by the independent Remuneration Committee; the workings of this committee are set out in Statute and By Laws.
- b. Tutorial Fellows are joint appointments on standard terms governed by the University, which uses a single pay and grading structure underpinned by [HERA](#); the only material discretion exercised by the College is on allowances and housing support.
- c. The Tutorial Fellows are the lead providers of the academic endeavour of the College. The College, in conjunction with the University, aims to recruit world-class academics who are excellent researchers and excellent teachers. The College therefore needs to set remuneration to be competitive internationally – but does not need to or wish to offer out-size packages to attract top academics away from other top universities. The College aims to provide allowances and housing support (including loans) that are at least commensurate with the college wealth, and usually towards the upper end of the 2nd quartile. The College may also be able to consider additional remuneration if there is a clear and specific strategic need, but this would be unusual and require very careful consideration.
- d. Remuneration for part-time Officer roles, which are usually filled by Tutorial Fellows, will also usually be set with reference to the upper end of the second quartile.

5. Lecturers

- a. The College employs a wide range of Lecturers in different stages of their career. They include early-career academics, established academics, and researchers or lecturers employed by the University who wish to undertake some additional college teaching.

- b. Standard terms for lecturers are set across the Colleges by the Senior Tutors' Committee. The College usually works within this framework, but has some flexibility on terms, conditions, and allowances. The College aims to be one of the more generous Colleges on these terms and conditions in recognition of the need to appoint excellent teachers, the need to support early-career academics as they establish their careers (in particular to undertake research, although the college does not contract with lecturers to carry out research), and the need to compete within Oxford to attract the best lecturers.
- c. Examples include paying for weighted hours not contact hours, paying 4 months for each term, issuing permanent contracts when there is a permanent teaching need, 140% of standard rates for casual lecturers, and (from 2017-18) providing access to the new research fund.

6. Officers and non-academic staff

- a. The College's academic endeavour benefits from the support of officers and senior staff who can provide strong leadership and effective management. The College needs to pay sufficient rates to attract and retain professionals of suitable high calibre.
- b. Cross-college comparisons and competition is a useful benchmark, and as a 2nd quartile college by wealth, the College aims to pay within the 2nd quartile, unless there is a strategic or tactical reason to vary from this.
- c. For Officers, individual pay contracts are set by Remuneration Committee, with reference, among other things, to University pay scales and pay set by other colleges.
- d. For senior staff, the University pay scales have provide a framework that has so far been adequate to recruit and retain staff of sufficient quality. Non-monetary rewards, and in particular recognition of the value of the work they perform can be particularly important
- e. For more junior non-academic staff, the University pay grades have been sufficient to attract and retain good people to deliver the services required by the College. All colleges benefit from offering a unique working environment, with the additional benefits of generous pensions and benefits. In addition, the College aims to differentiate itself from other Colleges by providing a modern working environment where good employees are empowered to make decisions and deliver results in their areas of expertise, success is recognised and poor performance is addressed.
- f. For some roles an element of "market adjustment" may be required when the salary for the relevant grade is not sufficient to attract or retain staff of sufficient calibre.

7. Processes for setting pay

- a. The College aims to set pay that is objectively assessed and is fair. The College produces annual gender pay gap reports.

- b. Pay for Members of Governing Body is set by the Remuneration Committee. Remuneration for other employees is set by Officers within policies and budgets that are reviewed by the Human Resources Committee and approved by Governing Body.
- c. In most cases the College chooses to use the University grading systems and pay scales, to provide an objective framework for assessing pay grades based on the skills competencies and responsibility required in each job. The University pay rates follow the national University pay scales, with an annual inflationary adjustments negotiated nationally by the UCU. The College decides each year whether it wishes to follow the University pay rises, after taking into account the college's strategic needs and finances.
- d. For staff at the lower end of the pay scales, the College takes account of the hourly pay rates proposed by the Living Wage Foundation when setting pay. To implement this, the College has introduced its own pay scales for grade 1 and grade 2.
- e. Most pay scales or grades have a number of steps or spine points. Employees will usually progress up one spine point each year until they reach the top of the scale, but staff who are under-performing may not progress (but will nearly always, except for in the most extreme circumstances, be warned in advance that this is a possibility). Non-academic pay scales also have some discretionary points that can be awarded for consistently high-performing employees. Decisions on pay progression for academics are taken by Bursar and Senior Tutor, and decision for non-academic staff are taken by the Bursar.

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