

# Rewarding Excellence Procedures

## Introduction

The University recognises and values the hard work, commitment and achievements of all staff. Rewarding Excellence provides recognition to staff across grades 1 to 8, who have made an exceptional contribution within their role on a sustained basis, and who have consistently demonstrated the University's Values for Working Together and Professional Behaviours.

This document details the procedure for applying to the Reward Committees to be considered for an award of one additional salary increment point, or promotion from Grade 6 to 7 for Research Staff.

## Types of Award

The University has a suite of arrangements for encouraging, recognising and rewarding staff for exceptional performance and for their contribution to the achievement of the University's aims, which include:

- Celebrating Success Vouchers;
- Lump Sum Awards;
- Consolidated salary increases (also referred to as Accelerated incremental progression/Additional Increment/Contribution Point);
- Promotion for Research Staff from Grade 6 to 7;
- Long Service Awards.

The University's pay and grading structure allows for normal, annual incremental progression within a grade to reflect the acquisition of skill, knowledge and expertise that comes with experience. Consolidated salary increases are awarded to staff who have demonstrated exceptional performance on a sustained basis and where there is a reasonable expectation that they will continue to do so. Consolidated salary increases may be referred to as Accelerated Incremental Progression or an Additional increment when the individual is still progressing through the normal incremental range for their grade, and a Contribution Point when the individual has reached the top salary point for their grade.

This scheme is intended to reward those who can demonstrate sustained excellent performance and achievement over and above the expectations of their job description. Being at the top point of the grade should not give rise to the expectation of further salary progression through the Contribution Points. It is not intended to encourage staff to work

excessive hours and judgements on the merits of nominations will be based on qualitative, rather than quantitative, assessments.

## Reward Committees

- The Reward Committees will primarily focus on the award of consolidated salary increases.
- The Reward Committees will moderate cases and may decide on a lesser award if appropriate, although they are under no obligation to do so.
- In the interests of equity and consistency, the Committee will only consider the written evidence presented.
- The Reward Committees may reject a submission if the case has not been sufficiently made.
- The Reward Committees may also take an overview of the distribution of other forms of reward – including Lump Sum Awards and Celebrating Success Vouchers, although the issue of these awards will ordinarily take place outside of the committee process.
- Cases for promotion for Research Staff must be submitted to the relevant Reward Committee, who will consider the case and forward any recommendations to a Central Committee for final agreement.
- The Reward Committees will not consider cases where there is a re-grading or retention issue, as there are separate University procedures for such cases. Please speak to your HR Partner if you have any concerns about a case.

## Eligibility

All employees in Grades 1 to 8 who have not received an award within the last 2 years are eligible to be nominated. Employees who have been nominated within the last 2 years but have not been successful are eligible for further nomination at the next opportunity.

Employees who have been successful in either the academic promotions or re-grading processes within the last 12 months are not eligible to be nominated.

These awards are not contractual benefits and the University reserves the right to amend or withdraw these schemes.

Funding will be made available for promotions for Research Staff from Grade 6 to 7, regardless of the presence of monies within the grant. No justifiable promotion will be turned down or refused on the basis of funding.

Proposals for promotion for Academic staff (i.e. promotion to Associate Professor or Personal Chair), and for Research staff from Grade 7 to 8 are made via the Personal Titles procedure, details of which are available from the University Secretary.

## Making Proposals

1. Proposals should be prepared by the Head of Department, Head of School, Head of Function, or an equivalent line manager. Those making proposals should be mindful of the importance of valuing the diversity of contribution made by staff. If you are uncertain, or require any assistance in preparing reward proposals, please contact either your HR Partner or Claire Eckett HR Manager (Reward & Benefits).
2. Line managers have a responsibility to monitor the contribution of their staff and respond accordingly. Discussions that take place in Performance Development Reviews may act as a trigger. Line managers should identify cases where standards of performance are exceptional and above the expectations of the role and have been sustained for a significant period.
3. Proposals should normally be made by a line manager, Head of Department, Head of School, or Head of Function. Self-nomination is not the usual route, but if a member of staff feels that they have a compelling case, they may nominate themselves. Self-nominations must be passed to the Head of School, or Head of Function, who should confirm that:
  - a. The individual has been fulfilling the requirements of their role to an exceptional standard for a sustained period of time;
  - b. The individual has delivered over and above the expectations of their role for a sustained period of time;
  - c. The information in the proposal is factually correct.
4. The Rewarding Excellence Proposal form must be used. Proposals must include an agreed, up-to-date job description and organisation chart.
  - a. The requirement for a job description and organisation chart may be waived for academic roles where there is a common understanding amongst the Committee members of the requirements of a Lecturer or Associate Professor and the School structure.
  - b. Proposals for promotion for Research Staff must include the individual's C.V. and their publication record.
5. In the interests of consistency, no additional documentation will be allowed.
6. Candidates who hold fractional appointments should be clearly identified and a statement included as to how the part-time nature of the appointment has been reflected in the responsibilities undertaken and the opportunities afforded. Equally, candidates and their proposers are encouraged to draw specific attention to what might be perceived as an atypical career profile, or if there are any personal circumstances they wish to be taken into consideration.
7. It is understood that a submission to the Reward Committee is seeking a consolidated salary increase, therefore it is not necessary to specify this on the proposal form. The normal expectation for salary progression is for **single** points only to be awarded. The Reward Committee may award a maximum of 2 points for truly outstanding cases.
8. It is not possible to be specific about the length of time necessary to demonstrate the outstanding performance has been sustained, since it will vary from job to job. Appropriate details of timescale should be included in the proposal and be relevant to the individual role. Being on the top spinal point for a grade should not give rise to the

expectation of being awarded Contribution Points. Awards are based on sustained excellent performance in the current role, not length of service with the University. It would normally be expected that an individual will have demonstrated sustained excellent performance over a 2 year period. Proposals for shorter periods will require exceptional justification.

9. Proposals should be forwarded to the Secretary of the relevant Reward Committee, who will collate them and check that all the necessary documentation has been completed before onward submission to the Reward Committee.
10. The Reward Committee will moderate the proposals and make decisions on awards.
11. Human Resources will notify individuals of the outcomes within 2 weeks of the Reward Committee meeting.
12. The effective date for the award of accelerated incremental progression and contribution points will be the 1<sup>st</sup> April and 1<sup>st</sup> November each year.
13. Awards will be notified to the HR Manager (Reward & Benefits) for monitoring purposes to ensure equality of access across grades 1 to 8. The HR Manager will provide an annual statistical report to Staffing Committee.
14. There is no right of appeal against the non-award of a salary increment. Awards are made at the discretion of the University. The decision of the Reward Committee is final.

## Contacts

Please contact your HR Partner, or the HR Manager (Rewards & Benefits) for further information.

## Indicative Criteria

Our reward arrangements are designed to recognise achievement across the range of the University's activities. That might be by conducting or supporting high-quality research; developing excellent teaching and learning methodologies; engagement with business and the wider community; contributing to the achievement of the University's internationalisation objectives; providing first-class leadership or demonstrating excellent customer service.

An individual's contribution is demonstrated both in terms of the outcomes (results) and the manner in which the work was completed (behaviours). Proposals should detail how the individual has met the criteria in both of these aspects and how this links to PDR discussions and any objectives set therein.

**Consolidated salary increases** (additional increments/contribution points) reward sustained excellence and positive demonstration of the University's Values for Working Together and Professional Behaviours, and may reflect the following:

- *Achieving results* – consistently meeting, or exceeding, objectives and success criteria or agreed deadlines. Sustained performance that exceeds the normal expectations for the role concerned.
- *Demonstrating excellence* – working at a consistently high standard, demonstrating behaviours that have regularly gone beyond the normal expectations of the role. Providing outstanding service to students, staff and customers.
- *Finding innovative solutions* – working innovatively to analyse problems and develop workable solutions e.g. innovative improvements to a School/Department's processes and procedures, resulting in improved service, or increasing the utilisation of facilities (e.g. analytical research facilities, restaurants and catering) or improving income generation;
- *Embracing and enabling change* – creating and contributing to a climate that encourages innovation, challenging the way things are done and being receptive to new ideas.
- *Developing self and others* – a commitment to own development and supporting and encouraging others to develop their knowledge, skills and behaviours e.g. Awards of other markers of external esteem, e.g. achieving higher level membership of appropriate professional bodies;
- *Working together* - working cooperatively with others to achieve objectives. Demonstrating a commitment to diversity and applying a wide range of interpersonal skills e.g. research resulting in collaborations and papers of a national and international profile; or an outstanding contribution to the wider University community, such as service to University committees or serving in an additional unremunerated capacity; or working with the local community.

The award of contribution points/accelerated incremental progression is not competitive and each proposal will be considered on its own merit.

**Promotion proposals for Research staff** from Grade 6 to Grade 7 should focus on the criteria outlined below. In particular, the proposal should detail the ways in which the candidate has demonstrated independence as a researcher.

- Post holders will have demonstrated a degree of independence as a researcher and be expected to make significant contributions to the writing of grant proposals;
- Post holders will be making significant contributions to research outputs of international quality and will contribute to gaining substantial external research funds;
- Post holders are normally expected to manage research projects and supervise teams, including other researchers, technicians, clerical staff and research students, providing expert advice and guidance;
- Post holders may be expected to make a significant and sustained contribution to strategic developments in science of national/international importance.

### **Re-Grading**

Where an individual has taken on additional responsibilities, or their role has undergone substantive and material changes, a case should be presented to the Re-Grading Committee. The Reward Committee is concerned with an individual's performance, whereas the Re-Grading Committee is concerned with the level of the duties and responsibilities required for the role. Please refer to the Re-Grading Procedures, or speak to your HR Partner for further information.

## Rewarding excellence–contribution pay scheme Proposal form

<b>Employee name</b>		<b>Employee number</b>	
<b>Job title</b>			
<b>School/ Function</b>		<b>Department</b>	
<b>Grade</b>		<b>Spinal point</b>	
<b>Job family (please tick)</b>	<input type="checkbox"/> Academic & Research <input type="checkbox"/> Professional & Managerial <input type="checkbox"/> Academic & Administrative Support Staff <input type="checkbox"/> Ancillary & Operational Support Staff	<b>Start date in current post</b>	
		<b>University start date</b>	
<b>Proposer (name of proposer, or state self-nomination)</b>		<b>Head of School/ Manager</b>	

### GUIDANCE NOTES

1. Evidence must be given to show that the exceptional contribution has been sustained over time and that there is good reason to believe it will continue to be so. The evidence should be applicable to the candidate's normal role and job cycle. Nominations must show how this outstanding behaviour stands apart from normal expectations and how it has impacted directly or indirectly on the achievement of the objectives at University, School, Function, or Departmental level.
2. Heads of Schools, or Heads of Functions, must authorise the content of the Proposal Form as factually accurate before submitting them for nomination.
3. Required attachments for all proposals:
  - Job description
  - Organisation chart
 Additional attachments for proposals for promotion (Research Staff only):
  - Curriculum Vitae
  - Publication record

Employee name		Employee number	
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**Section 1: Brief description of role**

Please provide a brief summary of the purpose of the individual's role and their key responsibilities. Please give appropriate details of timescales relevant to the role.

**Section 2: Reason for award**

Please outline the basis for the application and the evidence for exceptional performance over and above normal day to day duties and expectations. Indicate clearly how the individual's contribution and achievements relate to the University's Professional Behaviours and how they link to PDR discussions and any objectives set therein. Evidence should also show the impact on the Department, School, Function, or wider University.

**Professional Behaviours:**

- Achieving Results
- Demonstrating Excellence
- Developing Self & Others
- Embracing & Enabling Change
- Finding Innovative Solutions
- Working Together

Employee name		Employee number	
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**Section 4: Personal circumstances**

Please detail below any personal, or familial, circumstances that have impacted upon your work for a defined period of time and may have had a detrimental impact on the quality and type of activity you have been able to undertake, explaining how you have been affected. Such circumstances include sick leave, maternity, paternity, shared parental leave, adoption leave, caring responsibility, or any other circumstance covered by the Equality Act 2010.

**Section 5: Head of School/Function comments**

Please comment on the proposal and indicate whether or not it is supported.

If this is a self-nomination please confirm that:

- The individual has been fulfilling the requirements of their role to an exceptional standard for a sustained period of time;
- The individual has delivered over and above the expectations of their role for a sustained period of time;
- The information in the proposal is factually correct.

**Head of School/Function**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Send the proposal and supporting documentation to the Secretary of the relevant Reward Committee.