Rewarding Excellence
Procedures – 2017/18

Introduction

The University recognises and values the hard work, commitment and achievements of all staff. Rewarding Excellence provides recognition to staff from any level or job family, 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 Behaviour.

This document details the procedure for applying to the Reward Committees for recognition in the form of an additional salary point, or promotion.

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;
- Accelerated incremental progression;
- Contribution points;
- Promotion for Research Staff from Grade 6 to 7.

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. Accelerated incremental progression is where a member of staff is showing considerable potential and growth in their role at a significantly faster rate than would normally be expected and they are moved up within the normal incremental range for their grade. Contribution points are awarded where a member of staff has reached the top salary point for their grade and they have demonstrated exceptional performance on a sustained basis and where there is a reasonable expectation that they will continue to do so. Indicative criteria for the award of accelerated increments or contribution points can be found in Annex 1.
Reward Committees

The Reward Committees will primarily focus on the award of accelerated incremental progression and contribution points. 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 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.

Eligibility

All staff, irrespective of grade or job family, are eligible for consideration for a form of reward; except those individuals engaged on a fees or claims basis. Part-time, as well as full-time, staff are eligible for consideration. It would not normally be expected for a proposal to be submitted within the first 6 months’ of an individual’s appointment to a post.

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 School, Head of Function, Head of Department, or an equivalent line manager, using the proposal form provided (Annex 2). 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. Staff may wish to self-nominate for an award. Self-nominations should be passed to the Head of School, or equivalent manager, who should obtain confirmation that the contents of the proposal are factually correct before onward submission to the Reward Committee.

3. The attached proposal form (Annex 2) must be used for the submission of all cases for the consideration of the Reward Committees. All sections should be completed, including details of any personal circumstances you wish the
Committee to take into consideration. Annex 1 contains examples of the type of behaviours that might attract reward; the examples are illustrative only, and non-exhaustive.

4. 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.

5. The normal expectation for accelerated incremental progression/contribution point proposals is for single points only to be awarded; requests for multiple points will require exceptional justification and should be clearly articulated in the application.

6. Only one proposal can be submitted for an individual in any 12 month period. It is not anticipated that proposals would be submitted within the first six months’ of an individual’s appointment.

7. All proposals must include a job description and organisation chart. Additional information could include letters of appreciation/commendation from colleagues, stakeholders or customers, evidence of income generated or savings made etc. Proposals for promotion for Research Staff must include the individual’s C.V. and their publication record.

8. Proposals should be forwarded to the Secretary of the relevant Reward Committee (this will either be your HR Co-ordinator, or the person named in the table above), who will collate them and check that all the necessary documentation has been completed and submitted.

9. Human Resources will prepare the reward history information and produce letters to inform staff of the outcomes.

10. The effective date for the award of accelerated incremental progression and contribution points will be the 1st March and 1st July following the meeting of the relevant Reward Committee.

Contacts

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

Appeals Process

Staff will have the right to appeal against the outcome of the Reward Committees in accordance with the procedure below.
An appeal must be submitted within 30 days of the date of notification of the decision by the relevant Reward Committee.

An appeal may only be submitted on the grounds that:

- That the performance and achievements of the individual have not been properly identified or understood.

Appeals must be signed by the Head of School or Head of Function, with any comments, or supporting statements.

Appeals must be submitted to the HR Manager (Reward & Benefits).

Appeals will be acknowledged in writing within 2 weeks of receipt.

An appeals panel will be convened as soon as is practically possible. The HR Manager (Reward & Benefits) will act as Secretary to the appeals panel.

The appeals panel will consider written submissions only, but will reserve the right to seek further information where appropriate.

The appeals panel will consider the submission and, in the unlikely event of a consensus not being reached, the outcome will be determined by a majority vote.

The outcome of appeals will be communicated in writing within 2 weeks of the panel’s decision.

The decision of the appeals panel will be final.
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.

**Contribution points/accelerated incremental progression** 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 2017/18

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### 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. Through this proposal, it will be assumed that the candidate is performing at a high standard across all aspects of their role as described in the attached job description.

2. Heads of Schools, or Heads of Functions, must authorise the content of self-nomination forms 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

4. Supportive evidence may be attached, with the candidate’s permission, for example:

- letters of thanks/commendation from customers
- student feedback results
- evidence of income generation, etc.

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**Section 1: Brief description of role**
(a brief summary of the purpose of the individual’s work)

**Section 2: Professional behaviours demonstrated**
(tick as applicable)

- Achieving results
- Demonstrating Excellence
- Finding innovative solutions
- Embracing and enabling change
- Developing self and others
- Working together
### Section 3: Evidence of excellence
(demonstrate how the candidate has performed above and beyond the normal expectations of the role and the impact this has had, linking to the Professional Behaviours above as appropriate)

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### Section 4: Personal circumstances
(detail any personal circumstances that you wish the Reward Committee to take into consideration e.g. sick leave, maternity/paternity/adoption leave, caring responsibilities, or any other individual circumstance covered by the Equality Act 2010)

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### Section 5: Head of School/Function comments
(if the form has been completed by anyone other than the Head of School/Head of Function, please comment on the proposal and indicate whether or not it is supported)

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