

Salary Recognition & Reward Procedure

Guidance for Staff

Introduction

This document aims to provide guidance for staff on the completion of applications under the Salary Recognition & Reward Procedure which runs annually. It should be read prior to the completion of the application form. Further clarification or advice can also be obtained from the Department of People & OD.

Summary of Procedure

The procedure aims to recognise and reward exceptional contribution/performance, capability and competence which exceeds expectations. Applications under the procedure must be consistent with outcomes through the “My Contribution” process. The procedure allows for self-application by an individual or management recommendation.

The decisions to make awards under this procedure will be made by a Salary Reward Panel.

This procedure is applicable to all staff whose salary is on the 51 point UCEA pay spine as well as those academic staff on Lecturer and Senior Lecturer FE64 contracts of employment. It excludes all staff who are paid beyond the UCEA 51 point pay spine (senior management and Professoriate).

Award Categories & Criteria

The procedure allows for reward in one of 3 ways, with defined criteria. Staff are requested to ensure they apply for the most appropriate award, depending on which criteria they meet:

Award type	Award Criteria	Eligibility Criteria	Award payment
Ex Gratia Award	Exceed expectations, where work is a one-off contribution	6 month <u>in post</u> qualifying period	3% of salary (non-consolidated)
Accelerated Increment	Exceeds expectations, considerably above the normal expectation or has taken on additional responsibility within the grade level or demonstrates sustained behaviours which allow the role to be achieved more effectively	12 month <u>in post</u> qualifying period	Normally one additional increment (consolidated)
Contribution Increment	Consistently exceeds expectations and demonstrates accompanying behaviours (over a period of at least 2 years) which can be evidenced through the My Contribution process and provides outstanding service to the School, department or University <u>and</u> is undertaking some higher level activities (but not enough to warrant re-grading)	Staff must be at normal maximum point of salary scale	Contribution increment (consolidated)

Process

1. Line Manager and employee complete “My Contribution” process.
2. Line Manager reflects on My Contribution outcomes and identifies any individuals/teams who they believe meet the criteria under the procedure OR the individual decides to make a self-application, based on My Contribution outcomes.
3. For self-applications, the individual should complete Section 3 of the Application form and the Line Manager then completes Section 4.
4. For Line Manager applications, the whole case for award and its support should be captured in Section 4. In these circumstances, the individual does not need to complete Section 3.
5. A meeting between the individual and the line manager should take place to discuss the submission.
6. The completed application form should then be sent to Dean of School/Head of Department who should complete Section 5.
7. The Line Manager and Dean of School/Department should also meet to discuss, agree and finalise the documentation.
8. If the Line Manager or the Dean of School/Department does not support the submission then this must be discussed by the Dean of School/Department, Line Manager and the individual.
9. Final application forms are submitted to Lorraine McCormack, Department of People and Organisational Development, Paisley Campus.

Timetable

Deadline for submission of applications to P&OD	18 th December 2019
Meetings held by SRP to assess submissions	January/February 2020
Notifications of outcome to be sent by P&OD	January/February 2020
Effective date of implementation	1 st August (back-dated)

Additional points to note

1. Please remember to check what point on the salary scale you are on in order to apply for the correct award. If you are on the top point of the salary scale you will only be able to apply for an Ex Gratia award or a Contribution Increment. If you are not at the top point of the scale, you will be able to apply for an ex gratia award or an Accelerated increment. If you are already on the Contribution Increment, you will only be able to apply for an Ex Gratia Award.
2. Only one award should be specified on the application form.
3. Section 3 (Case for Award) should be no more than 500 words. It should:

- Focus on the criteria for award and how you meet its requirements.
- Describe what the contribution was.
- Provide evidence of the outcome and/or the impact of the contribution, based on the criteria.
- Explain why you believe the contribution was exceptional.
- Be about you (personalise it – in every instance explain your role)

NB. The Panel will expect to see a clear rationale which explains why an achievement or contribution is considered exceptional.

4. Cases should be clear and concise and provide evidence of exceptional contribution or sustained excellence, explaining the context of the contribution. Try not to use jargon or acronyms without explaining what they are.
5. No applications will be accepted after the deadline date.

What is “exceptional performance”?

Exceptional performance is where the contribution and achievement of an individual or team is much greater than normal expectations in relation to their role and objectives.

For the purposes of the Salary Recognition & Reward Procedure, overall performance should be of an exceptional standard over a sustained period. This means the individual/team has demonstrated an outstanding and consistent contribution to University and departmental objectives far beyond that normally expected. The contribution should have been consistent in out-performing against agreed objectives and performance has far exceeded normal expectations for the role.

There is an expectation that “exceptional performance” means that contributions and excellent work are widely recognised and understood by others. Performance consistently exceeds all defined expectations, producing important and impactful results through superior planning, executing, and creativity.

Evidence of exceptional contribution may include but is not limited to:

- completing a task/project ahead of schedule and with outstanding effectiveness and consistently exceeding targets in terms of outputs and timetable
- effective handling of an unexpectedly complex task successfully and within agreed timescales
- commitment above and beyond the call of duty in dealing with unexpected events
- completion of agreed objectives to a consistently exceptional standard
- documented examples of providing customer service to an exceptional standard
- details of tasks/small projects completed to an exceptional level
- documented examples of exceptional achievements that have demonstrably resulted in an enhanced level of contribution within the existing grade, e.g. by developing ideas for new services and seeing through to implementation;

Examples

The following are hypothetical examples of staff who have demonstrated exceptional performance in their role within the University. They are provided as a guide to staff on the types of performance which may be recognised.

Example 1

AB works part-time as the sole finance person in a small unit. AB may receive an **Ex Gratia award** in recognition of their exceptional performance, for the following contribution:

In support of a finance administration modernisation project, AB has worked with their new manager and the finance administrators of other areas to prepare the budgets and accounts of both AB's current unit and the other areas for the new financial management arrangements. Since AB's new manager was busy undertaking both their existing role and managing other elements of the modernisation project, AB worked independently on this project most of the time.

AB developed 'best practice' procedures for the future administration of financial issues so that the new financial arrangements would be effective, consistent and 'seamless' across the new management unit.

During this transition period, the high standard of service from the various finance offices was maintained.

Example 2

CD is a Lecturer and a fairly new member of academic staff, having been in post for just over 15 months. CD may receive an **Accelerated Increment** in recognition of their exceptional performance, for the following contribution:

CD is making excellent progress against all the objectives set upon appointment. In addition to receiving excellent ratings from students for their teaching over the last year, CD has successfully introduced a number of innovations in the delivery of the undergraduate programme. This has been a key benefit for the School in a period of increasing student numbers. During the review period CD took on the role of widening participation officer for the School, successfully raising the awareness of widening participation among their colleagues and embedding good practice across the School. In addition, CD covered for the extended absence of a colleague, for part of the undergraduate programme and proactively helped resolve concerns from students about the potential impact of his absence on their studies.

Example 3

EF has been a technical expert in his field for a number of years. EF may receive a **Contribution Increment** in recognition of their exceptional performance, for the following contribution:

During the review period, EF's role was redefined, so that EF took on the role of managing certain support services across the School (the change was not significant enough to warrant regrading, however). EF worked closely with the School Manager in implementing a restructuring programme which affected all areas of the School. EF took responsibility for explaining the changes to staff who would be affected, including redefining their roles and maintaining good staff morale and a high quality service to students during a period of significant transition. Later in the review period, EF worked closely with the School Manager in planning and implementing a refurbishment programme for the School. EF continues to have day-to-day responsibility for the physical areas EF manages, liaising with the School Manager and academic staff.

In all cases, there is strong evidence recorded in the My Contribution documentation which highlights the exceptional performance of each individual.