

## SALARY RECOGNITION AND REWARD PROCEDURE

### 1 INTRODUCTION

This procedure is derived from the requirements of Appendix D – Pay Progression Within Grades of the National Framework Agreement for the Modernisation of Pay Structures. It applies to Professional Services Staff and Academic & Research staff whose salaries fall within the UCEA 51 point pay spine (up to and including Grade 8/Ac4) and those academic staff on FE64 contracts of employment.

### 2 OBJECTIVES OF PROCEDURE

This procedure aims to recognise and reward exceptional contributions/performance, capability and competence which exceeds expectations. It lays down the principles and procedures to follow in the award of:

- i. **Ex gratia award**
- ii. **Accelerated increment**
- iii. **Contribution increment**

It should be noted that existing school and departmental budgets are used to fund salary recognition and reward awards for staff.

### 3 PROCEDURE

#### 3.1 Types of Award

Award type	Award Criteria	Eligibility Criteria	Award payment
<b>Ex Gratia Award</b>	Exceptional performance, where work is a one-off contribution	6 month <u>in post</u> qualifying period	3% of salary (non-consolidated)
<b>Accelerated Increment</b>	Exceptional performance, 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)
<b>Contribution Increment</b>	Consistent exceptional performance 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 and 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)

#### 3.2 Ex gratia award

Ex gratia awards are available to recognise exceptional performance and where the work is “one-off” rather than on-going. This could include:

- a) **Additional but time limited responsibility, e.g. one-off project work which is significant and carried out in addition to normal day to day duties**
- b) **The achievement of particularly challenging objectives, overcoming significant obstacles to ensure deadlines are met and aims achieved**
- c) **Providing a significant contribution to ideas and assisting in their implementation, which in turn lead to enhancements in efficiency, quality and/or achievement of Departmental/School objectives.**

Payment to a team may be appropriate where there is evidence that all members of the team have worked together to achieve a significant objective and each individual has demonstrated that they have performed exceptionally.

The payment of an ex gratia award will be **3% of salary**. All awards are non-superannuable but will be subject to tax and national insurance deductions.

There is normally a 6 month in post qualifying period.

### **3.3 Accelerated increment**

The annual incremental salary system recognises continuing capability and competence year on year with experience in the post as well as rewarding loyalty to the University. However, an individual may be awarded an accelerated increment where:

- a) **He/she has demonstrated progress in capability and competence considerably above the normal expectation.**
- b) **He/she has taken on additional responsibility on an on-going basis, but where the level of that responsibility falls within their current grade.**
- c) **He/she is demonstrating sustained behaviours which allows their role to be achieved more effectively on an on-going basis, e.g. high quality achieved, significant customer service provided, etc.**

The overall criterion for the award of accelerated progression is the demonstration of exceptional levels of achievement in carrying out the duties of the post. This should be demonstrated by reference to the Job Description and/or assigned Grade Descriptor/Role Profile and evidenced through the My Contribution process.

There is a 12 month in post qualifying period and confirmation of sustained and outstanding performance over at least one year is required.

### **3.4 Contribution increment**

Contribution increments are reserved for those staff who, on a sustained basis (i.e. over a period of at least 2 years), over-achieve against role requirements and objectives. These may be awarded where an individual:

- a) **Is consistently demonstrating exceptional performance which can be evidenced through discussions and outcomes from the My Contribution process**

**AND**

**b) Is consistently providing outstanding service to the School/Department/wider University**

**AND**

**c) Is undertaking activities at a higher level on an ongoing basis, but where this is not part of the substantive role and/or would not warrant regrading.**

To be eligible for the award of a Contribution increment a member of staff must be at the normal maximum salary point of his/her current salary scale.

There must be confirmation of sustained and outstanding performance over at least a 2 year period in order to be eligible for a Contribution increment.

For staff on FE64 contracts, Contribution increments are equivalent to Discretionary increments on the FE64 salary scale.

### **3.5 Applications**

An application for an award can be submitted by an employee or their line manager according to the timetable below, (in line with the mid and full year My Contribution process), to the Department of People & OD, using the form at Appendix 1.

Where the submission is being made by the employee, the submission must include:

- A fully completed section 3 of the application form by the job holder.
- A fully completed section 4 by the Line Manager.
- A fully completed section 5 by the Dean/Director.

Where the submission is being made by the Line Manager, the submission must include:

- A fully completed section 4 by the Line Manager.
- A fully completed section 5 by the Dean/Director

There is no right of appeal against a failure to receive an award under this scheme.

Successful awards will be effective from 1<sup>st</sup> August or 1<sup>st</sup> February (back-dated) following approval, as per timetable in Section 12 below.

All award requests must be submitted to People & OD prior to consideration by the Salaries Committee. The relevant HRBP in the Department of People & OD will assess each submission to ensure that the procedure has been followed correctly and that relevant criteria are met.

The decision to make any award under this scheme will be made by the Salaries Committee.

The Dean of School/Head of Department will be notified by the Department of People & OD of the outcome of their submission, once confirmation has been received from the Salaries Committee.

The Dean of School/Head of Department can then verbally advise the individual of the outcome which will be followed by written confirmation from the Department of People & OD with feedback, as appropriate.

**3.6 Timetable**

Deadline for submission of applications to P&OD	July and January
Meeting held by Salaries Committee to assess submissions	August and February
Notifications of outcome to be sent by P&OD	September and March
Effective date of implementation	1 <sup>st</sup> August (or 1 <sup>st</sup> February (back dated))

Award of accelerated/contribution increments is made on a permanent basis and is incorporated into salary. However, these can be reviewed and may be withdrawn in the case of any performance management processes requiring to be instigated.

**Policy Statement Author** – Reward Adviser

**Procedure Owner** – Director of People and OD

**Parent Policy Statement** – People and OD

**Public Access or Staff Only Access** – Public

**Version** – May 2022

**Changes and Reason for Changes** – Inclusion of one page summary of support; Replacement of Salary Reward Panel with Salaries Committee; Applications invited twice yearly as opposed to once a year.

**Salary Recognition & Reward - Application Form**

Section 1: Jobholder Information	
Name:	
Job Title:	
Department/School:	
Grade:	
Submitted by:	Date of Submission:

Section 2: Award Information
<b>Award being applied for (please tick <u>one only</u>, as appropriate):</b>
Ex gratia award <input type="checkbox"/>
Accelerated Increment <input type="checkbox"/>
Contribution Increment <input type="checkbox"/>

Section 3: Case for Award
(For self-applications, to be completed by jobholder, no more than 500 words)
Please highlight specific achievements and outcomes in relation to the case for award and explain how you believe these have been carried out at an "exceptional" level of performance. Achievements should be placed in the context of the particular role performed and the departmental/school strategic priorities and business requirements. Please also detail how you have personally contributed to the achievements and outcomes highlighted.
Signature of Jobholder:
Date:

**Section 4: Statement by the Line Manager**

(To be completed by the Line Manager, no more than 500 words)

If supporting the submission, please evidence how the employee meets the requirements of the award and how their performance is above what would normally be expected. It should highlight the standards expected and how these are being performed exceptionally by the jobholder with reference to outcomes discussed and recorded through the My Contribution process. Achievements should be placed in the context of the particular role required to be performed and the departmental/school strategic priorities/business requirements. If the submission is not supported, please specify here and provide the reason.

**If supporting, you are confirming that the performance level discussed and evidenced through the My Contribution process for is exceptional (as defined in the SRRS procedure – See Appendix 2) and fully supports this submission.**

Signature of Line Manager:

Date:

**Section 5: Statement by the Dean/Director**

I support this submission/I do not support this submission (Delete as appropriate)

Reason:

**If supporting, you are confirming that the performance level discussed and evidenced through the My Contribution process is exceptional (as defined in the SRRS procedure – See Appendix 2) and fully supports this submission.**

Signature of Dean/Director:

Date:

This form should be sent (preferably by email) to TBC, PA to the Executive Director of People and OD, Department of People and OD, Paisley Campus.

**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 as outlined within the job description.**

**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;