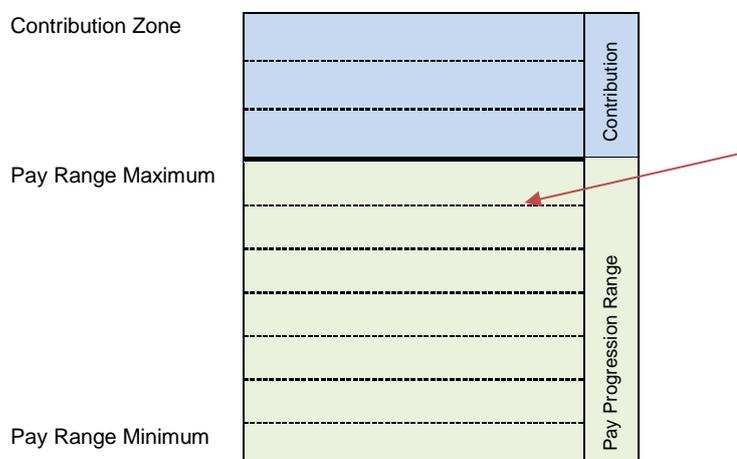




# Rewarding Contribution – Grades 1 to 9

# Rewarding Contribution Grades 1 to 9

The University's substantive pay and grading structure comprises: the normal pay progression range and the Contribution Zone, albeit the length of the pay ranges and the number of increments varies across the grades.



As a member of staff progresses through the grade, there is an expectation that their contribution will be greater in light of the additional skills and experience gained whilst in the role. This is reflected in objective setting through the PDR process, and in the expectations of delivery in the role.

## 1. Principles of Pay Progression

Transparent processes provide staff in grades 1-9 with opportunities for progression within the grade:

- New entrants are recruited at the bottom or towards the lower end of the Pay Progression Range;
- Progression within each grade rewards the acquisition of experience, skill and contribution;
- Staff have a normal expectation that progression from point to point up to the contribution threshold will take place on an annual basis, subject to satisfactory performance;
- Accelerated progression, including progression into the contribution range will reflect sustained exceptional contribution by the job holder;
- If the role holder sits within the normal pay range, progression for sustained contribution will be in addition to standard progression from point to point through the normal range.

## 2. Rewarding Normal Contribution

Within grades 1-9 the normal expectation is that staff progress from point to point through the grade structure once a year as reward for the experience and skills and their contribution in the role, subject to satisfactory performance. Each increment is worth approximately 3% of annual salary.

Staff have the opportunity to progress to the top of the normal range of the grade, subject to established performance monitoring procedures.

The University also currently participates in national collective bargaining in the Higher Education sector which includes annual national pay negotiations to set pay rates for all staff in grades 1-9. This means in August each year the pay points in grades 1-9 are also uplifted by a collectively agreed amount.

## 3. Rewarding Sustained Contribution

Heads of School/Directors of Research Institute/Directors of Professional Services/Heads of Service are responsible for making recommendations **through the annual PDR process** for **accelerated progression** (accelerated increments) and **progression into the contribution range** (contribution points) subject to the following principles:

- Recognition will be through continued and consistent contribution which is regularly above the performance expectations of the role, as measured through the PDR process;
- Managers must remain aware of the contributions made by all their staff so that they can identify where applications for awards may be appropriate;
- Decision making will be robust, fair, consistent and objective;
- A University wide review of outcomes will be undertaken annually with the aim of informing the equality and fairness of the application of pay progression in the future.

If a member of staff consistently contributes and performs above and beyond the expectations of a suitably experienced and qualified person in their role, and this exceptional contribution has been delivered on a sustained basis, their Line Manager/Reviewer, **following discussion and agreement with the Head of School/Research Institute/Service** may award an accelerated incremental pay increase within their current grade range.

- 3.1 If the member of staff is in the normal pay progression range for their grade, then the accelerated incremental pay rise would be one increment point. Such an award would not affect normal progression arrangements and would be limited to the normal pay scale maximum.
- 3.2 If the member of staff is at the top of their grade or within the contribution range for their grade, normal incremental progression is no longer automatically applicable, and therefore an accelerated incremental pay rise will allow for progression of **one point** within the contribution zone. Staff will not progress further through the contribution range unless they are awarded another additional increment in subsequent years.
- 3.3 Since normal incremental pay progression already reflects an expectation of continuous performance and growth in role, cases for accelerated incremental pay progression **must articulate within the PDR commentary** how contribution has exceeded these expectations and that this exceptional level of performance has been sustained.
- 3.4 It is both reasonable and consistent for managers to have a higher expectation of someone working at the top of the grade than someone at entry point of the grade to reflect the greater levels of skills and experience at the higher points of the grade.

#### **4. Rewarding Strong Contribution (Non-consolidated awards)**

Non-consolidated awards can be an appropriate form of acknowledgement when staff have worked over and above their role to support a one-off task or project that is finite by nature. Non-consolidated awards are one-off, non-superannuable, lump sum payments equivalent to the value agreed in respect of those assessed as Exceptional through the PDR round.

The evidence may include, but is not limited to:

- completing a major task or project ahead of schedule, coupled with resultant savings in resources (financial and/or employee);
- contributing to the effective handling of an exceptional event showing extraordinary commitment beyond that required;
- demonstrating exceptional flexibility which contributed directly to the achievement of University, College/School/Research Institute/Service objectives (this should not be interpreted as working additional hours);
- contributing ideas and creative thinking/interventions that have led to greater efficiency, improved quality, cost savings, etc., and which contributed to the achievement of University, College/School/Research Institute/Service objectives

- o contribution for demonstrating behaviours which exemplify at least one of the University's strategic values.

#### 4.1 Consolidation of Strong Contribution Rewards

Exceptionally, where there is an overwhelming case to recognise a member of staff who has been assessed as having a 'Strong Contribution' over an extended period of years, then the Line Manager/Reviewer, **following discussion and agreement with the VP/Head of College/DCPS or, in the case of University Services, the Chief Operating Officer**, may grant a consolidated award instead of awarding a non-consolidated sum.

Please note that staff are only eligible to receive **one award** (either a sustained contribution increment or a non-consolidated award) in each annual PDR exercise and subject to the terms set out in sections 3.1 and 3.2.

### 5. Team Awards

The University recognises that in some cases it is a collective contribution of staff that merits reward rather than any one individual. As Team Awards cannot be managed through the PDR online process, there will be a call for team nominations in October of each year which will be considered by the relevant College Management Group/ Professional Services Group. Teams will be rewarded via the University's voucher scheme.

### 6. Process for Application of Awards

A PDR rating of 'Exceptional' will **automatically** result in a non-consolidated award however in a very small number of cases and **following discussion and agreement with the Head of School/RI/Service, the Reviewer/Line Manager** may wish to nominate the staff member for a contribution point in which case, this should be indicated by selecting the drop-down option of 'consolidated increment'. **Exceptionally**, where there is an overwhelming case to recognise a staff member who has been assessed as having been 'Strong' over an extended number of years and where the case has been discussed and agreed with the Head of School/RI/Service, this should be indicated by selecting one of the two drop-down options of either 'consolidated increment' or 'one-off payment'. **Please note that where a consolidated increment is to be applied, this will require prior approval from the VP/Head of College/DCPS or, in the case of University Services, the Chief Operating Officer.**

Where a Sustained Contribution case is successful, the consolidated award will supersede any non-consolidated payment which may have been as a consequence of an exceptional rating through the annual PDR process.

### 7. Outcome Notification and Feedback

The Head of Performance, Pay and Reward is responsible for notifying each successful applicant of the reward outcome.

#### TIMETABLE

Stage	Date
Call for Team Nominations	1/10/2019
Team Nominations submitted to local HR Teams	31/10/2019
College Management Group/Professional Services Meetings	22/11/2019
Outcomes notified to PPR Team	29/11/2019
Notification of outcomes to team members	13/12/2019
Effective date of payments	31/12/2019

\* The payment date of consolidated awards/one-off payments will be dependent on payroll cut off dates.