Rewarding Contribution – Annual Reward and Recognition Review
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 relating to **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 School/Research Institute/Service may put forward a case as part of the ‘Annual Reward and Recognition Review’ to reward them with 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. Exceptionally, it may be possible to be awarded an increment in the contribution zone on successive years i.e. progress up 2 points in the contribution zone over 2 years.

3.3 Since normal incremental pay progression already reflects an expectation of continuous performance and growth in role, any case for accelerated incremental pay progression must articulate 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-recurrent awards)**

Non-recurrent 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-recurrent 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

contribution for demonstrating behaviors 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 a case may be put forward with the agreement of the VP/Head of College/DCPS, or, in the case of University Services, the Chief Operating Officer, for consideration as to whether or not it is appropriate to consolidate the award instead of awarding a lump sum.

Staff are only eligible to receive one award (either a sustained contribution increment or a non-recurrent award) in each annual 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. Where a case for reward and recognition is submitted for a team, this should consist of one submission which will be subject to the principles applied at 4. above. Teams will be rewarded via the University’s voucher scheme.

6. Process for Nominations

Nominations for rewards should be made by submitting a brief statement of no longer than 500 words as evidence, highlighting the reasons why an award should be made for either:

- A Sustained Contribution accelerated increment/contribution point;
- A one-off Strong Contribution award.

Nominations for awards should be made by Heads of Schools/Research Institutes/Services to their respective HR teams for consideration at a special meeting of a sub group established from CMG/PSG in November. Eligibility for awards must only be considered if the individual has received a rating through the PDR process. Self-nominations will not be accepted.

CMGs/PSG should consider nominations and make decisions, noting that where a Sustained Contribution case is successful, a consolidated award will supersede any one-off payment which would have been due as a consequence of an exceptional rating through the annual PDR process.

Heads of Schools/Research Institutes/Services may wish to inform those individuals who have been put forward, explaining that a nomination is not a guarantee of success.

7. Outcome Notification and Feedback

The Head of Performance, Pay and Reward is responsible for notifying each applicant of the decision taken following consideration of their application by the relevant CMG/PSG Review Panel.

The relevant Head of HR and Group Convener will be responsible for ensuring that there are
appropriate arrangements for documenting the rationale for each decision for the purposes of feedback to applicants. Where an application has been unsuccessful, feedback on such a decision may be sought.

Nominations for contribution awards received later than the published deadlines will not be considered except in the context of exceptional circumstances. Likewise, submissions for contribution awards during the academic year will not normally be considered unless there is a clear rationale as to why an award is required outside of the normal round.

Additionally, contribution awards for line managers who themselves have been rated as Exceptional but have not completed reviews by the published deadline for the reviewees allocated to them, will not be eligible for an award.

5.1 Unsuccessful Application

Each Head of School / Director of Research Institute / Head of Service, or their nominee, will be responsible for providing feedback in the case of an unsuccessful application. The decision is final and there is no right of appeal.

**TIMETABLE**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Date</th>
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<tbody>
<tr>
<td>Call for Nominations</td>
<td>1/10/2018</td>
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<tr>
<td>Nominations submitted to local HR Teams</td>
<td>31/10/2018</td>
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<tr>
<td>College Management Group/Professional Services Sub-Group Meetings</td>
<td>23/11/2018</td>
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<tr>
<td>Panels to notify PPR of outcomes</td>
<td>30/11/2018</td>
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<tr>
<td>Notification of outcomes</td>
<td>14/12/2018</td>
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<tr>
<td>Effective date of payments</td>
<td>31/12/2018</td>
</tr>
<tr>
<td>Incremental implementation date (where applicable)</td>
<td>01/01/2019</td>
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</tbody>
</table>

**Email Addresses for Submission**

<table>
<thead>
<tr>
<th>College of Arts</th>
<th><a href="mailto:arts-rewardandrecognition@glasgow.ac.uk">arts-rewardandrecognition@glasgow.ac.uk</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Medical, Veterinary &amp; Life Sciences</td>
<td><a href="mailto:mvls-hr-enquiries@glasgow.ac.uk">mvls-hr-enquiries@glasgow.ac.uk</a></td>
</tr>
<tr>
<td>College of Science &amp; Engineering</td>
<td><a href="mailto:scieng-hr@glasgow.ac.uk">scieng-hr@glasgow.ac.uk</a></td>
</tr>
<tr>
<td>College of Social Sciences</td>
<td><a href="mailto:socsci-hr@glasgow.ac.uk">socsci-hr@glasgow.ac.uk</a></td>
</tr>
<tr>
<td>University Services</td>
<td><a href="mailto:us-hr@glasgow.ac.uk">us-hr@glasgow.ac.uk</a></td>
</tr>
</tbody>
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* The payment date of consolidated awards/one-off payments will be dependent on payroll cut off dates.