

## University of Worcester Reward Scheme – Guidance notes for all applicants

### 1. Background and purpose of the scheme

1.1 The University's pay and grading structure allows for annual incremental progression within a grade to reflect the skills, knowledge and expertise that develop with experience.

1.2 The aim of this scheme is to recognise work which goes 'above and beyond' the normal expectations of an individual's role. It provides opportunity to academic and professional services staff for:

- accelerated incremental progression up to the contribution threshold on the pay band for their role;
- the awarding of a contribution point for those staff who are already at or beyond the contribution threshold on the pay band for their role; or
- a one-off payment (for professional services staff only, these may also be awarded on a team basis).

1.3 The Scheme provides an opportunity for additional recognition for staff across grades 1 to 9, and AC2 to AC4, who have made and can demonstrate a significant contribution within their role, over and above the expectations of their job description, on either a sustained basis or a one-off time-limited basis.

1.4 Additional incremental rises may be awarded to staff who have demonstrated consistently high performance on a sustained basis, and where there is a reasonable expectation that they will continue to do so. This may be either through the awarding of an additional increment when the individual is still progressing through the normal incremental range for their grade, or the awarding of a contribution point when the individual has reached the top salary point (or contribution threshold) for their grade.

There is also an opportunity to recognise specific, time limited activities (and team activities, for Professional Services Staff) through the award of a one-off payment.

1.5 To be successful, an application must provide clear evidence of a sustained contribution over and above the normal expectations for the role and be able to demonstrate ways in which the work has made a significant contribution to the achievement of the School's/Department's, and therefore University's, strategic aims and objectives.

1.6 An application for incremental progression or a contribution point, must also include evidence of the **impact** of the work, **and** demonstrate that the impact has been **sustained for at least 12 months**.

1.7 Being at the top point of the grade (or contribution threshold) should not automatically give rise to the expectation of further salary progression through the contribution points without being able to demonstrate such exceptional performance.

1.8 This scheme is in relation to performance and achievements of individuals (or teams for professional service staff) during any of the following three academic years - 2019/20, 2020/21 and 2021/22.

## 2. Eligibility

2.1 All staff employed at the date of publication of the scheme **except**:

- Staff who are currently within a probationary period for their current role. Staff **must have** successfully completed the probationary period by the date of publication of the scheme to be eligible to apply.
- Staff who are currently subject to the University's formal improving performance procedures.

2.2 Employees who have been successful in the academic promotions or a re-grading process (i.e. through the HERA job evaluation scheme) within the last 12 months are not eligible to be nominated for an incremental rise. They may however still be eligible for a one-off payment, should they have been involved in a time-limited activity which is above and beyond or outside of the scope of their normal day to day role, and therefore where the evidence upon which they now rely is different to that contained within their earlier promotion or re-grade application.

## 3. Application process

3.1 Applications must be submitted on the University's standard form by the published deadline. No late entries will be accepted.

3.2 Applicants should submit their application form by a stated deadline specified by their School/Professional Services department (a stated deadline which will be in advance of the final closing date for the scheme). Heads of School and Heads/Directors of Professional Services will decide on the most appropriate deadline for their School/Department, ensuring when doing so that they will be allowing themselves and any immediate line managers sufficient time to fully review and consider each application. It is the responsibility of the applicant to ensure that their application is received by that given School/Department deadline. A line manager, Head of School or Head/Director of Professional Services will have the right to decline to consider an application if the given deadline is not met.

3.3 Applications should be made by the individual concerned (or a nominated representative on behalf of a team – see paragraph 3.9 for further details) and then supported by their line manager and also their Head of School or Head/Director of Professional Services. Applicants are therefore encouraged to have a conversation with their line manager before completing their form, to check that they will have the necessary management support for their application once submitted.

3.4 Staff wishing to nominate themselves (or their team) for an award should complete part 1 (applicant details) and part 2 (reason for award) of the application form and then pass it to their manager to complete part 3 (line manager information).

3.5 All forms should then be reviewed by the Head of School or Head/Director of Professional Service (part 4) before any supported applications are submitted to [rewards@worc.ac.uk](mailto:rewards@worc.ac.uk).

3.6 Only applications that are fully supported by the line manager and the Head of School or Head/Director of Professional Service should be submitted to the panel for further consideration. Where a line manager, Head of School or Head/Director of Professional Service feels unable to support the application based on the evidence provided to them, timely and constructive feedback of the reasons as to why should instead be provided in writing (usually via email) to the individual concerned.

3.7 Heads of School or Heads/Directors of Professional Services are therefore advised to discuss all potential reward cases with their HR Business Partner before any decisions are reached and submissions made. Such discussions should consider the reasons for any cases which the Head/Director is not intending to submit for further consideration by the reward panel, as well as considering the comparability, fairness and equity of the cases that are being supported.

3.8 As part of the University's commitment to supporting equality and diversity, we recognise the effect that equality-related circumstances can have on an individual's ability to meet the criteria. Where appropriate therefore, we encourage staff to declare information about any equality-related circumstances which they believe may have affected their ability to meet the criteria. Completion of the equality-related circumstances form is voluntary. This form is the only means by which the University will be gathering this information. The following circumstances may be taken into consideration:

- Part time employment – please indicate FTE and the dates of any changes, and how this has had an impact on your work
- Career break or secondment outside of the higher education sector – please provide dates and duration
- Maternity leave, statutory adoption leave, additional paternity leave (taken by partners of new mothers or co-adopters) and shared parental leave – please provide dates and duration
- Disability (including conditions such as cancer and chronic fatigue) – please indicate how this has had an impact on your work, including dates of any periods of leave
- Ill health or injury - please indicate how this has had an impact on your work, including dates of any periods of leave
- Mental health conditions - please indicate how this has had an impact on your work, including dates of any periods of leave
- Constraints relating to pregnancy, maternity, breastfeeding, adoption, paternity or childcare in addition to periods of maternity, statutory adoption, additional paternity leave or shared parental leave taken. This could include for example, pregnancy related illness and health and safety restrictions in laboratory and field work.
- Other caring responsibilities (including caring for an elderly or disabled person)
- Gender reassignment

The form should be submitted to [rewards@worc.ac.uk](mailto:rewards@worc.ac.uk) by the Head of School or Head/Director of Professional Services at the same time as the main application, but as a separate document. The form will be retained by HR in the first instance and the information disclosed will not be shared with the review panel. If the initial assessment by the panel is that the application is not successful, HR will share the disclosure of equality related circumstances with the Chair of the panel, who will consider whether the equality related circumstances may have affected the applicant's ability to meet the criteria. The Chair may share the information with panel members if they consider it appropriate and relevant to the decision-making process. All panel members are required to treat the disclosure as confidential.

3.9 For the awarding of an incremental rise, the application must illustrate that the work is over and above the normal expectations for the individual's current role. The application should also evidence the sustained impact of the work, for at least 12 months.

3.10 This list is not exhaustive, but examples of performance and contributions that may result in the awarding of an incremental point are:

- Consistently exceeding objectives and success criteria or agreed deadlines.
- Working at a consistently high standard and providing the best quality service to

students, staff and customers (as evidenced by feedback).

- Working with creativity to analyse problems and suggesting and developing innovative and workable solutions/systems/processes to enhance the service provided.
- Sustained examples of excellence in teaching, research and scholarly activities;
- Behaviours that have gone beyond the normal expectations of the role, taking on additional duties or offering a level of service that goes beyond that which is required/expected for their role;
- An outstanding contribution to the success of a team.

3.11 For the awarding of a one-off payment to an individual, the application must demonstrate evidence of specific, time limited additional duties they have undertaken and for which they do not already receive additional salary, or for projects they have undertaken which are over and above the normal expectations for their role.

3.12 *For professional services staff only* there is also the opportunity to apply for a one-off payment team award. This is intended to recognise activity that has made a tangible and outstanding contribution in relation to a defined project or activity. The effect of the contribution must be demonstrably over and above any normal expectations for the team.

3.13 This list is not exhaustive, but an exceptional contribution or achievement which may result in the awarding of a one-off payment might include:

- The successful delivery of a complex project or event.
- Identifying and implementing a new idea, system, process or solution that has a significant and positive impact on service provision at departmental or University level.
- Leading on or making a significant contribution to income generation activities over and above the normal expectations of the role.
- Undertaking substantial levels of additional work or responsibility during a period of staff turnover/absence, or assuming a higher level of responsibility for a finite period of time following the departure of a more senior colleague or manager (responsibilities which have not already been recognised through the payment of an honorarium or acting up allowance).
- Receiving a commendation from an external body or professional organisation.
- Taking a key role in organising a nationally and internationally important conference, leading to new collaborations and the publication of papers.
- Significant and outstanding contribution to the organisation, or behind the scenes work, to ensure the smooth delivery of a conference, graduation day or other event; particularly if letters of appreciation have been received from organisers and/or delegates.

3.14 The application must clearly illustrate the dates applicable to the work which is being evidenced and, if applying for an incremental rise, the dates applicable to the impact of that work.

3.15 The complete application **must not** exceed FIVE pages. Any additional material submitted will not be considered by the Panel.

3.16 Applications must clearly state which of the following awards is being applied for:

- An incremental rise (whether that be an accelerated increment or a contribution point)
- An individual (or team for professional services only) one-off payment

Applications can only be submitted for one type of award for each member of staff. The only exception to this is where the individual is also being considered for a potential team award based on evidence that is not then also included as part of their individual reward application. The panel may award an alternative award if it deems it to be more appropriate for the evidence provided.

3.17 Applications must be submitted **by 5pm on Monday 10<sup>th</sup> October 2022 to [rewards@worc.ac.uk](mailto:rewards@worc.ac.uk). No late applications will be accepted.**

#### 4. Decision making

4.1 All applications received by the published deadline will be considered by a review panel consisting of:

Academic	Professional Services
<ul style="list-style-type: none"> <li>• Acting Provost – Chair</li> <li>• Deputy Pro Vice Chancellor Research</li> <li>• Director of Quality and Educational Development</li> <li>• A Head of School</li> <li>• Deputy HR Director (Employee Relations) – secretary to the panel</li> </ul>	<ul style="list-style-type: none"> <li>• Pro Vice Chancellor Students – Chair</li> <li>• Director of Finance and Resources</li> <li>• Director of Communications and External Affairs</li> <li>• University Secretary</li> <li>• Deputy HR Director (Employee Relations) – secretary to the panel</li> </ul>

4.2 The review panel will assess each application against the published criteria and will make recommendations for awards to the Vice Chancellor.

4.3 Awards will be made on the basis of only the evidence submitted in the application form provided. For consistency, no additional information will be accepted and considered.

4.4 Any accelerated increment or contribution point awarded will be backdated to be effective from 1st August 2022. Any one-off payments awarded to individuals will be awarded to the value of £500 (gross). The value of any team one-off payments will be determined on a case-by-case basis depending on the size of the team. Any one-off payments and backpay due for increments awarded will be paid in November 2022 salary payment.

4.5 Brief confidential feedback will be provided to unsuccessful individuals. This will be agreed by the review panel and provided to the Head/Director of Professional Service/Head of School to discuss with the individual concerned within no less than 4 weeks from the outcome being confirmed.

#### 5. Appeal process

5.1. An appeal can be made only if the applicant believes that the procedure outlined above has not been followed correctly. There is no appeal on the grounds that an individual disagrees with the decision of the review panel, or that of their line manager, Head of School or Head/Director of Professional Services should it be the case that their application was not progressed to the review panel at all. Therefore, disagreement with the outcome of an application at any stage of the process is not in itself grounds for an appeal.

- 5.2. The appeal should be made in writing to Adele Cope, Director of HR, explaining clearly the grounds for the appeal, within ten working days of the outcome being notified to them. No appeals will be considered after this period.
- 5.3. If the Director of HR finds that there is the ground for an appeal, she will refer the matter to the VC or nominated person who will reassess the original documentation.

## **6. Record keeping**

- 6.1. All parties involved in the process will be required to maintain confidentiality and store all electronic and paper documentation securely.
- 6.2. A central record of the applications and outcomes will be held in HR after the panel meeting. All spare paperwork and electronic copies held by any panel member will be destroyed following the panel meeting.

## **7. Equality audit**

- 7.1. Applicants and awards will be monitored by gender, disability, ethnicity and age, subject area and mode of employment. This data will be reported to the Board of Governors, through the People and Culture Committee. Please note that this is an anonymised equalities data monitoring exercise.