

Rewarding Exceptional Performance Policy and Procedure

1. Purpose

It is the purpose of this policy to provide the University with one mechanism by which exceptional performance can be recognised and rewarded.

2. Scope

This policy is applicable to **all staff in posts at grade 8 and below** and outlines the means by which exceptional performance and contribution can be rewarded in financial terms.

3. Applicability

Payments for exceptional performance can be made for the following reasons:

- to reward an exceptional contribution in respect of a one-off task/project
- to reward sustained exceptional contribution in a role.

4. Exceptional contribution in respect of a one-off task or project work

A one-off task or project is, by its nature, of finite duration. It is, therefore, most appropriate to reward exceptional contribution in such a task through a one-off payment. This will normally be up to a maximum of the equivalent of one increment (pro rata for part time staff). The payment will be paid in one lump sum which is non-superannuable.

Such a payment will be in addition to the automatic increment due where the individual is not at the top of the incremental scale for his/her grade.

An appropriate payment may also be split between a team where it has been a combined achievement.

Evidence of exceptional contribution may demonstrate excellence in performance of tasks/projects which are either outside or within the normal requirements of the role and may include but is not limited to:

- completing the task/project ahead of schedule and with exceptional effectiveness
- handling an unexpectedly complex task successfully and within agreed timescales
- commitment above and beyond the call of duty in dealing with exceptional events.

5. Sustained exceptional contribution in role

Nominations should normally demonstrate that the exceptional contribution has been sustained for a period of at least 6 months and is expected to continue for the foreseeable future.

For an individual who has not reached the top of the incremental scale for his/her grade, a maximum of one accelerated increment will normally be awarded. Progression through the remainder of the

incremental scale (excluding the contribution points) for the grade, will revert to being in line with normal incremental annual progression.

For an individual who is at the top of the incremental scale for his/her grade, one contribution point will normally be awarded. Where a contribution point is awarded there will be no automatic progression thereafter to the next contribution point for the grade.

Evidence of sustained exceptional contribution will usually be gathered through the Performance and Development Review process. Evidence usually demonstrates excellent performance within the requirements of the employee's role, and may include, but is not limited to:

- completion of agreed objectives to a consistently exceptional standard
- documented examples of providing customer service to an exceptional standard
- details of tasks/ 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.

6. Procedure

6.1 Applications and appeals overview

Line managers have a responsibility to reflect on the performance of their teams and to put forward nominations for recognition of exceptional individual and/or team contributions where appropriate. Nominations can be made via an online link which is shared when the nomination window opens. The line manager should inform individuals for whom a nomination has been made.

An individual may also request that a line manager puts forward a case and/or may submit a personal nomination. In these circumstances the line manager must explain whether they support the nomination or not and the reasons for their decision.

The procedures for determining approval are set out below. The timeframes will be determined and communicated on an annual basis by the Director of People and Organisational Development.

All nomination outcomes will be confirmed in writing, setting out the reasons for the decision where the nomination has been unsuccessful.

Individuals will only be able to appeal in respect of nominations for sustained exceptional performance. The grounds for an appeal may be based on either failure to follow the process or failure to take some evidence into account which was available to the original panel. The appeal panel decision will be final.

There is no right of appeal in respect of nominations for one-off payments and the decision of the local management panel will be final.

6.2 Process

6.2.1 Academic and Research staff (see Summary flowchart appendix 2)

The School Promotion Committee will be responsible for making recommendations for both one-off payments and cases of sustained exceptional performance.

The recommendations of the School Promotions Committee will be forwarded for approval to the Faculty Promotions Committee which will reach a final decision in each case.

A representative from the local People and Organisational Development team will be in attendance at both stages when nominations under this procedure are dealt with to ensure that nominations are treated in a consistent manner and in line with the policy.

People and Organisational Development will confirm the outcome of all nominations in writing within 10 working days of each Committee meeting, setting out the reasons for the decision where the nomination has been unsuccessful. The letter will be signed by the Chair of the Panel. This letter will be given to the line manager to issue and discuss with the employee.

An appeal against a recommendation of the School Promotions Committee on sustained exceptional performance must be put in writing to the Faculty Head of People and Organisational Development within 10 working days of receipt of the decision, clearly stating the grounds for the appeal. The Faculty Head of People and Organisational Development will arrange for this to be considered by the Faculty Promotions Committee.

The Faculty Promotions Committee will consider the written case and will confirm the decision in writing within 10 working days of the panel decision, setting out the reasons for the decision. This letter will be given to the line manager to issue and discuss with the employee.

An appeal against a decision of the Faculty Promotions Committee on sustained exceptional performance must be put in writing to the Director of People and Organisational Development within 10 working days of receipt of the decision, clearly stating the grounds for the appeal. The Director of People and Organisational Development will arrange for the written case to be considered by an appeal panel comprising of three members of staff of appropriate seniority from a different School/Faculty/Directorate (as appropriate) one of whom will act as Chair and a representative from the local People and Organisational Development team.

The appeal panel will confirm the decision in writing within 10 working days of the panel decision, setting out the reasons for the decision. This letter will be given to the line manager to issue and discuss with the employee.

6.2.2 Academic Related and Support staff at School / Faculty / Directorate Level (see Summary flowchart appendix 3).

All nominations will be determined by a local management panel. This panel will comprise of three members of staff of appropriate seniority from within the Faculty/School/Directorate, one of whom acts as Chair, and at least one member external to that Faculty/School/Directorate. Panel members must be at least one grade above any cases being considered.

The panel will also include a representative from the local People and Organisational Development team to ensure that nominations are treated in a consistent manner and in line with the policy.

The local management panel will confirm the outcome of the nomination in writing within 10 working days of the panel meeting, setting out the reasons for the decision where the nomination has been unsuccessful. This letter will be given to the line manager to issue and discuss with the employee.

An appeal against a decision on sustained exceptional performance must be put in writing to the Faculty/PS Head of People and Organisational Development within 10 working days of receipt of the decision, clearly stating the grounds for the appeal. The Faculty/PS Head of People and Organisational Development will arrange for a desktop review of the case to be considered by an appeal panel.

The appeal panel will comprise of three members of staff of appropriate seniority from a different School/Faculty/Directorate, one of whom will act as Chair. The panel will also include a representative from the local People and Organisational Development team to ensure that appeals are treated in a consistent manner and in line with the policy.

The appeal panel will confirm the decision in writing within 10 working days of the panel decision, setting out the reasons for the decision. This letter will be given to the line manager to issue and discuss with the employee.

6.3 Payment of awards

Payments for a one-off task/project, which are likely to be occasional in nature, will be paid as soon as possible after approval.

Accelerated increments/contribution points for sustained exceptional performance will be paid on 1 August following approval.

7. Monitoring and Review

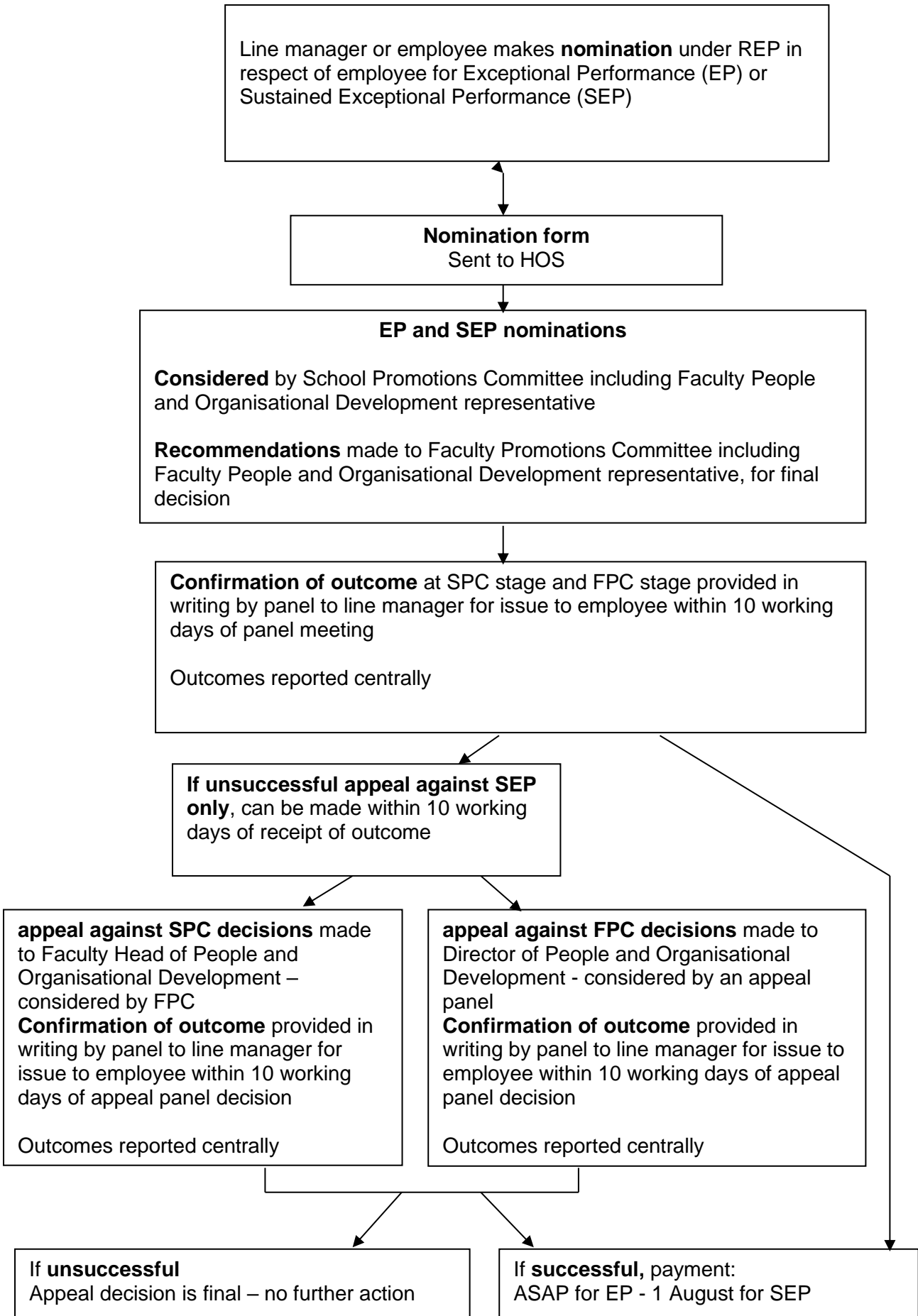
The University will take steps to ensure that this policy is applied fairly, equitably and consistently across the organisation.

All awards for sustained exceptional performance and one-off payment will be reported on an annual basis to the Director of People and Organisational Development and the Registrar, Secretary and Chief Operating Officer for monitoring purposes. An analysis of the outcomes of nominations will be shared and discussed with the trade unions.

The policy will be reviewed every two years in consultation with the recognised campus trade unions.

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Related Statutes, Ordinances, General Regulations:	
Related policies:	Re-grading Policy and Procedure Academic Promotions Policy
Related procedures:	
Related guidance and or codes of practice:	Rewarding Exceptional Performance Guidance Notes for Managers / Panels / Employees Guidance Notes – Criteria for Academic Promotions
Related information:	
Policy owner:	Director of People and Organisational Development
Lead contact:	

Appendix 2 - Rewarding Exceptional Performance for Academic and Research staff



Appendix 3 - Rewarding Exceptional Performance for Academic-related and Support staff within Faculty/School/Directorate

