

Contribution Pay Procedures Grades 1-9

1. Introduction

This procedure describes the process for outstanding staff performance, within the grade, to be recognised and rewarded, in addition to normal salary arrangements.

An effective performance is expected from every member of staff and awards made under this procedure will only be given after outstanding performance beyond the normal expectations of the individual's grade has been demonstrated.

The criteria for awards are set out in Appendix A and are summarised briefly in the table below.

2. Review Board

The Review Board will normally be made up as follows:

- Secretary of the University (Chair)
- Deputy Principal Staff Development and Engagement
- Director of Human Resources
- A Head of School
- Reward and Employee Engagement Consultant (Clerk)

3. Types of Award

The table summarises the types of award and describes briefly the criteria for each.

Award Type	When applicable		Size of Award	Evidence
Accelerated Increment	Individual's salary not yet at top of scale.	Has consistently demonstrated "exceptional" performance throughout the relevant PDR year. Progression within the role at a faster rate than would normally be expected. Heriot-Watt Values demonstrated.	1 additional increment is normal.	PDR participation CPB form The Review Board will expect evidence of performance at a consistently high level.
Contribution Point	Individual's salary at top of scale or already on a Contribution Point.	Has consistently demonstrated "exceptional" performance throughout the relevant PDR year. Heriot-Watt Values demonstrated.	1 additional increment is normal.	PDR participation CPB form The Review Board will expect evidence of performance at a consistently high level.
Bonus Payment	Any salary point	Has consistently delivered a good/very good performance throughout the relevant PDR year but has demonstrated "exceptional"	Above £500 (usually £750 or £1000)	PDR participation CPB form The Review Board will expect evidence of performance at an exceptionally high standard

		performance over a limited period or for a specific piece of work during the relevant PDR year. Heriot-Watt Values demonstrated.		over a finite time or on a specific piece of work.
Local Bonus Payment	Any salary point	Consistently delivers a good/very good performance but has demonstrated " exceptional " performance over a limited period or for a specific piece of work. Heriot-Watt Values demonstrated.	Up to £500	PDR participation. LBP form These cases do not go to the Review Board, but data on awards made will be collated by HR and reported to the Board for information. Heads of School/Directors of Professional Service will require evidence of performance at an exceptionally high standard over a finite time or on a specific piece of work.

NB: Individuals must be in post from 1 December and have a minimum of 9 months service in the grade before they can be considered for the above awards.

3.1 Contribution Points

Each pay scale in the grading structure includes a contribution point range. To be awarded a contribution point the individual must be at the normal maximum of the scale. A contribution point is awarded on a permanent basis with the expectation that the individual member of staff will continue to perform at the enhanced level. This will be monitored through the PDR process. Only one contribution point may be awarded at any time.

3.2 Accelerated Increments

Where an individual has not reached the contribution threshold of their scale they can be awarded an accelerated increment. This will be a permanent increase and individuals are expected to maintain this level of contribution.

Note:

Contribution points and accelerated increments should not be viewed as the expected norm. They should only be considered where sustained, outstanding performance is evidenced. Long service or working long hours are not by themselves sufficient to merit such an award.

3.3 Bonus Payments

Where the exceptional performance is of a temporary nature then a bonus payment may be awarded. Bonuses are paid as a one-off amount and do not count towards pensionable remuneration. Only one bonus payment can be made to any one individual in any one year.

Heads of Schools/Directors of Professional Services* are permitted to make a **local bonus** payment to individual members, or small groups, of their staff. Local Bonus Payments must not exceed a value of £500, (before tax), on each occasion. The payments can be made at any time of year i.e. at the time of achievement. A record of Local Bonus Payment to be awarded, and the justification for them, must be made by the Head of School/Director of Professional Service using the Local Bonus Payment (LBP) form. This form is then forwarded to HR who will arrange for the payment to be made.

** For Professional Services staff based in Professional Service Directorates, cases must be approved by the Secretary of the University.*

Where the Head of School/Professional Service wishes to make a Bonus Payment in excess of £500, a case must be made to the Annual Review Board.

4. Application Process

4.1 Nominations from Heads of Schools/Directors of Professional Services

HR will write to Heads of Schools and Directors of Professional Services around March/April of each year, inviting them to make supported cases for Accelerated Increments, Contribution Points or Bonus Payments.

Supported cases must include:

- completed Contribution Pay (CPB) form outlining the case for award
- details of any local awards during the review period
- other relevant information from the Head of School/Director of Professional Service

Cases must be signed by the Head of School or the Director of Professional Services (rather than a line manager). For the Dubai Campus, cases must also be signed by the Vice Principal for the Campus.

N.B. For Professional Services staff based in Professional Service Directorates, cases must be discussed with the Secretary of the University prior to submission.

Notes:

- i) Only demonstration of outstanding performance can result in an award being made.**
- ii) A recommendation from a Head of School/Director of Professional Service does not guarantee a successful outcome.**
- iii) The Review Board may make a different award than that proposed by the Head/Director or the Individual.**

4.2 Self Nomination

Individuals who are not nominated by their Head of School/Director of Professional Service but who feel they have a strong case for reward may apply personally by providing a self-nominated case for consideration. The Board will also require the Head of School/Director of Professional Service to provide comments.

The individual cases must include:

- completed Contribution Pay (CPB) form outlining the case for award
- details of any local awards during the review period
- other relevant information from the individual comments from the Head of School/Director of Professional Service

5. Exceptions

5.1 Exceptional Payments

The Review Board may award a bonus of up to £1000 if a Contribution point or Accelerated increment case is unsuccessful but sufficient evidence exists to support a bonus award.

5.2 Exceptional Cases

In exceptional circumstances, it may be necessary to convene an *ad-hoc* Review Board. This will be convened by either the Principal or Secretary and will include the Director of HR and another member of the University Executive.

6. Appeals

Any submission which has been unsuccessful may be appealed only on the grounds of a defect in procedure. Appeals against the nature of the criteria will not be permitted.

If an employee wishes to appeal the decision, s/he must do this in writing, to the Director of Human Resources, setting out the grounds on which they wish to appeal within 14 days of receiving the decision. The Director of Human Resources will appoint a senior HR Colleague to handle the appeal. On receipt of that manager's report, the Director of Human Resources will write to the employee (within 14 days of receiving the appeal) stating the final decision and the grounds for the decision.

7. Feedback to candidates

HR will send each Head of School/Director of Professional Service an overview of the outcomes of their submissions, indicating the decision reached on each case and the revised salaries for each individual. They will also receive a letter for each individual, giving feedback on the reasons for the award or reasons why the submission was not successful which they should deliver to each individual.

Awards will be effective from 1 August and paid in the August payroll.

8. Equality of Opportunity

We value and encourage each unique and positive contribution, acknowledging that our diversity enriches us. The University welcomes and supports applications for progression from all members of the University Community.

Appendix A

Criteria for the award of Accelerated Increments, Contribution Points and Bonus Payments

1. General Guidance

It is worth noting that individual members of staff receive an annual salary for performing their duties at an effective level and so evidence in support of an award for exceptional contribution should be expressed in terms of significant outcomes and achievements that are well beyond what is expected of the role. Heads of Schools/Directors of Professional Services should be aware of this when considering cases.

2. Contribution Points

This refers to the additional salary points above the normal top of the individual's grade. Contribution points are intended to be used to recognise an individual's exceptional performance in relation to University and School/Directorate objectives, over and above the normal expectation of the role.

These may be awarded to an employee who is on the maximum salary point for their grade, where the individual has, during the relevant PDR year:

- Consistently demonstrated exceptional performance i.e. over and above the normal expectation of the role, but where the grade remains the same
- Consistently provided outstanding service to the University/School/Directorate with a demonstrable impact e.g. exceptional performance in a key area of the role

3. Accelerated Increments

Accelerated Increments are intended to recognise an individual's consistent application of additional knowledge, skills and or competencies that are demonstrably increasing their contribution towards the University and School/Directorate objectives, over and above the normal expectation of the role.

These may be awarded to an employee, who has not yet achieved the maximum salary point for their grade, where the individual, during the relevant PDR year:

- Has progressed within their role at a faster rate than would normally be expected
- Has taken on significant additional responsibility on an indefinite basis, but where the level of responsibility remains within their current grade
- Has demonstrated competencies/skills which enable them to fulfil their role consistently, at a more effective level.

In these circumstances one additional increment is normal.

4. Bonus Payment

Bonus Payments should be used to recognise an exceptional contribution towards the University and School/Directorate objectives, over and above the normal expectation of the role, but which is temporary in nature.

These may be awarded to any individual who:

- Has taken on additional but time limited responsibility above the normal expectations of the Grade, e.g. contributing to a significant University wide project

- Has achieved particularly challenging objectives, e.g. overcoming significant obstacles to ensure deadlines are met.
- Has successfully tackled an unplanned or unexpected event showing exceptional commitment beyond that normally required of the role.

N.B. Other mechanisms such as Honoraria or regrading/promotion, are available to reward temporary or permanent changes to roles, e.g. acting up in a higher grade would normally be rewarded by an Honoraria Payment rather than a Bonus Payment.