



# Procedures

Contribution Pay UK and Dubai  
Part of the Global Reward Policy

April 2022

Procedures relating to:	Global Reward – Contribution Procedures
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Responsible Office:	HR

HERIOT WATT UNIVERSITY

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1.	<b>INTRODUCTION</b>			
	<p>This procedure describes the process for outstanding staff performance, within the grade, to be recognised and rewarded, in addition to normal salary arrangements.</p> <p>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.</p> <p>The criteria for awards are set out in Appendix A and are summarised briefly in the table below.</p>			
2.	<b>SCOPE</b>			
	<p>This Procedure is applicable to all staff in Grades 1-9 in the UK and Dubai. Staff at Grade 10 and in Malaysia have separate Procedures which are available at the following links</p> <p><a href="#">Senior Staff Remuneration Procedures HR Policies Web Page</a> under the Reward and Remuneration Section</p> <p><u>Malaysia Staff</u> <a href="#">Malaysia HR Policies</a> or contact <a href="mailto:hr.my@hw.ac.uk">hr.my@hw.ac.uk</a></p>			
3.	<b>REVIEW BOARD CONSTITUTION</b>			
	<p>The Review Board will normally be made up as follows:</p> <ul style="list-style-type: none"> <li>• Secretary of the University (Chair)</li> <li>• Vice Principal and Provost</li> <li>• Global Chief Operating Officer (GOO)</li> <li>• Global Chief Financial Officer (GCFO)</li> <li>• Global Director of HR</li> <li>• An Executive Dean (Head of School)</li> <li>• Reward and Wellbeing Consultant (Clerk)</li> </ul>			
4.	<b>TYPES OF AWARD</b>			
	<p>The table below summarises the types of award and briefly describes the criteria for each.</p>			
	Award Type	When applicable	Size of Award	Evidence
	<b>Accelerated Increment</b>	<p>Individual's salary not yet at top of scale.</p> <p>Has consistently demonstrated "exceptional" performance throughout the relevant PDR year.</p> <p>Progression within the role at a faster rate than would normally be expected.</p> <p>Heriot-Watt Values demonstrated.</p>	1 additional increment is normal.	<p>PDR participation CPB form</p> <p>The Review Board will expect evidence of performance at a consistently high level.</p>

	<b>Contribution Point</b>	Individual's salary at top of scale or already on a Contribution Point.	Has consistently demonstrated " <b>exceptional</b> " 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.
	<b>Bonus Payment</b>	Any salary point	Has consistently delivered a good/very good performance throughout the relevant PDR year but has demonstrated " <b>exceptional</b> " performance over a limited period or for a specific piece of work during the relevant PDR year.  Heriot-Watt Values demonstrated.	usually between £750 and £1500)	PDR participation CPB form  The Review Board will expect evidence of performance at an <b>exceptionally high standard</b> over a finite time or on a specific piece of work.
	<b>Local Bonus Payment</b>	Any salary point	Consistently delivers a good/very good performance but has demonstrated " <b>exceptional</b> " performance over a limited period or for a specific piece of work.  Heriot-Watt Values demonstrated.	Up to £750	PDR participation. LBP form  Executive Deans/Directors of Professional Service will require evidence of performance at an <b>exceptionally high standard</b> over a finite time or on a specific piece of work.  These cases go to the Review Board quarterly and data relating to awards made will be collated and reported to the annual Board for information.
<p><b><i>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.</i></b></p>					
<b>4.1</b>	<p><b>Contribution Points</b> 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.</p>				
<b>4.2</b>	<p><b>Accelerated Increments</b> Where an individual has not reached the contribution threshold of their scale, they can be awarded an accelerated increment. This will be a permanent</p>				

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	<p>increase and individuals are expected to maintain this level of contribution.</p> <p><u>Note:</u> 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.</p>
<b>4.3</b>	<p><b>Bonus Payments</b></p> <p>Where the exceptional performance is of a temporary nature then a bonus payment between £750 and £1,500 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.</p>
<b>5.</b>	<p><b>APPLICATION PROCESS</b></p>
<b>5.1</b>	<p><b>Nominations from Executive Deans/Directors of Professional Services</b></p> <p>HR will write to Executive Deans and Directors of Professional Services around March/April of each year, inviting them to make <u>supported</u> cases for Accelerated Increments, Contribution Points or Bonus Payments.</p> <p>Supported cases must include:</p> <ul style="list-style-type: none"> <li>• completed Contribution Pay (CPB) form outlining the case for award</li> <li>• details of any local awards during the review period</li> <li>• other relevant information from the Executive Dean/Director of Professional Service</li> </ul> <p>Cases must be signed by the Executive Dean or the Director of Professional Services (rather than a line manager). For the Dubai Campus, cases must also be signed by the Provost for the Campus.</p> <p><u>Notes:</u></p> <ol style="list-style-type: none"> <li>i. <b>Only demonstration of outstanding performance can result in an award being made.</b></li> <li>ii. <b>A recommendation from an Executive Dean/Director of Professional Service does not guarantee a successful outcome.</b></li> <li>iii. <b>The Review Board may make a different award than that proposed by the Executive Dean/Director or the Individual.</b></li> </ol>
<b>5.2</b>	<p><b>Self-Nomination</b></p> <p>Individuals who are not nominated by their Executive Dean/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 Executive Dean/Director of Professional Service to provide comments.</p> <p>The individual cases must include:</p> <ul style="list-style-type: none"> <li>• completed Contribution Pay (CPB) form outlining the case for award</li> <li>• details of any local awards during the review period</li> <li>• other relevant information from the individual comments from the Executive Dean/Director of Professional Service</li> </ul>
<b>6.</b>	<p><b>Exceptions</b></p>
<b>6.1</b>	<p><b>Exceptional Payments</b></p> <p>The Contribution Pay Board may award a bonus of up to £1,500 if a Contribution point or Accelerated increment case is unsuccessful but</p>

	sufficient evidence exists to support a bonus award.
<b>6.2</b>	<b>Exceptional Cases</b> In exceptional circumstances, it may be necessary to convene an <i>ad-hoc</i> Review Board. This will be convened by either the Vice Principal or Secretary and will include the Global Director of Human Resources and another member of the University Executive.
<b>7</b>	<b>APPEALS</b> The Decision of the Board is final therefore there is no appeal process associated with this procedure.
<b>8.</b>	<b>FEEDBACK TO CANDIDATES</b> HR will send each Executive Dean/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.
<b>9.</b>	<b>EQUALITY OF OPPORTUNITY</b> 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.
<b>10.</b>	<b>RECORD KEEPING</b> Records and information obtained under this Procedure will be kept held and reported on in line with the UK Data Protection Act 2018, the University's Records Retention Policy and in line with the Staff Privacy Notice.  A record of the application form and outcome will be retained securely within the HR.  General statistics are maintained and reported for equal opportunities monitoring, Athena Swan and other accrediting bodies, Freedom of Information requests and key performance indicator purposes.  Any reports produced using this information will be kept securely and confidentially with personal data removed in accordance with the Data Protection Act 2018 and the University's Records Retention Policy.
<b>11.</b>	<b>RELATED POLICIES AND PROCEDURES</b> <ul style="list-style-type: none"> <li>• Global Reward Policy</li> <li>• Local Bonus Procedures</li> <li>• Senior Salary Review Procedures</li> </ul> <p>All of the above are available on the <a href="#">HR Policies Web Page</a> You can also find further information and advice on the <a href="#">HR Hub</a> (our intranet site)</p>
<b>12.</b>	<b>FURTHER HELP AND ADVICE</b> For queries regarding this and other HR Policies and Procedures please contact <a href="#">HR helpdesk</a>

### 13. POLICY VERSION AND HISTORY

<b>Version No</b>	<b>Date of Approval</b>	<b>Approving Authority or Responsible Officer, as appropriate</b>	<b>Brief Description of Amendment</b>
V. 3.0	1 April 2022	UE	Updated to include Dubai; refreshed local bonus procedure