



**Reward and Recognition:  
Grades 2 – 9 and and clinical academic staff**

**Contents**

1. Policy statement..... 1

2. Scope..... 2

3. Reward Scheme..... 2

    3.1 Key points ..... 2

    3.2 Reward criteria ..... 2

    3.3 Reward process ..... 3

    3.4 Decision making..... 3

    3.5 Outcomes..... 4

    3.6 Appeals ..... 4

4. Recognition Scheme ..... 4

    4.1 When is this appropriate? ..... 4

    4.2 Recognition criteria..... 5

    4.3 Recognition process..... 6

    4.4 Decision making..... 6

5. Further information..... 6

6. Implementation and review ..... 6

**1. Policy statement**

We are committed to rewarding and recognising employees, focusing on excellence in leadership, student education, research, quality and professional service – all key components of the University strategy.

This document sets out the available routes for rewarding excellent performance both on an ongoing and sustained basis and relating to a discrete piece of work. We have negotiated an arrangement with Her Majesty’s Revenue and Customs (HMRC) which means we can offer a range of rewards which are not subject to tax and national insurance contributions (NICs) for the recipients.

The policy will operate in accordance with the University’s core values of inclusiveness, community, integrity, academic excellence and professionalism available at <http://strategy.leeds.ac.uk/values/>.

## 2. Scope

This policy relates to employees on University grades 2 – 9 and clinical academic staff, with the exception of those employed on the clinical academic consultant scales. Employees on University grade 10 have a separate, annual professorial and senior salary review process which combines promotion (based on zoning), incremental and recognition awards.

There are two routes:

- The **Reward Scheme** is available to managers to reward employees who are demonstrating a consistent and sustained level of performance, above and beyond our expectations of them in their role, through recurrent additional or discretionary increments. The Reward Scheme process takes place annually.
- The **Recognition Scheme** is a flexible means available to managers throughout the year to recognise individuals or teams for instances of excellent performance which is above and beyond normal expectations, through non-recurrent payments.

## 3. Reward Scheme

### 3.1 *Key points*

Heads of School/Service will review salaries on an annual basis as part of their planning exercise. The normal position, where an individual is below the maximum point of the normal range of the grade, is that they receive one increment on their personal increment date. This recognises growth in their experience, skills and contribution within their role. The only circumstances where a normal increment may not be made is where any of the established procedures for conduct, capability or performance have been invoked.

Exceptionally, where an individual has consistently contributed and performed above and beyond the expected level on a sustained basis, an accelerated increment can be made.

The types of awards available are:

- **Additional scale increment** – where an individual is within the normal scale points for the grade. This is in addition to the normal increment described above and would allow the individual to progress more quickly through the grade.
- **Discretionary increment** – where an individual is either at the top of the normal scale points, or in the discretionary zone, for the grade. This would allow the individual to progress into, or to a higher, discretionary point.

Awards of additional scale increments and discretionary increments will be considered on an annual basis and employees will normally be notified in November where they have been successful. The increment will be backdated to 1st August.

### 3.2 *Reward criteria*

When considering a recommendation, the Faculty/Service panel will review awards made in the last 3 years and the level of award received (through the Reward Scheme or the Recognition Scheme). Awards can be made where a new case has been demonstrated and can be evidenced. If the outstanding contribution is not yet sustained the individual should be considered for an award through the Recognition Scheme.

Type	Criteria
Additional scale increment	<p>Recommendations should demonstrate that the individual has consistently contributed and performed above and beyond the expectations of their role, considering their current stage of progression within the grade and that their contribution is allowing the School/Service/University to achieve its plans.</p> <p>This may be where an individual is:</p> <ul style="list-style-type: none"> <li>• progressing within the role at a faster rate than would normally be expected;</li> <li>• carrying out significant additional responsibilities on an ongoing basis which are not assessed to be above the individual's current grade.</li> </ul>
Discretionary increment	<p>Recommendations should demonstrate that the individual is contributing at a level beyond that normally expected of a fully developed person within that grade, or (if the individual is already in the discretionary range) beyond the level for which they have previously been recognised.</p> <p>This may be where an individual is:</p> <ul style="list-style-type: none"> <li>• providing a sustained outstanding service;</li> <li>• demonstrating exceptional behaviours and performance;</li> <li>• carrying out significant additional responsibilities on an ongoing basis which are not assessed to be above the individuals current grade.</li> </ul>

### 3.3 *Reward process*

Senior Managers are responsible for making the case for awards. Where an individual believes they have a case, they should discuss this with their line manager. Individuals can discuss with their HR Manager if required.

### 3.4 *Decision making*

Recommendations will be considered by a Faculty/Service panel<sup>1</sup>, chaired by the Faculty Dean or UEG lead for a Professional Service (or nominee) and will include the Faculty/Service HR Manager as an equal partner in the process.

In order to ensure equity, summary and trend data will be reviewed after the Faculty/Service panels have met and a sample of cases from each area will be considered by a Validation Panel which will be made up of an appropriate senior member of the HR team, the Director of HR and an appropriate member of the University Executive Group.

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<sup>1</sup> Faculty/Service panels will normally be made up of the Dean or UEG lead for a Professional Service, HR Manager, Pro-Deans/the Heads of the Professional Services, Heads of School as appropriate.

<b>Level of award</b>	<b>Recommendations considered by</b>
1 additional scale increment or 1 discretionary increment	Faculty/Service Panel <sup>1</sup>
Any recommendation which differs from the norms set out above, or where the panel cannot reach a consensus	Deputy Director of HR

### 3.5 *Outcomes*

No outcome or recommendation may be communicated until the summary and trend data has been reviewed and a sample of cases from each area has been considered by the Validation Panel.

After the above review has been completed and recommendations have been approved, the Faculty/Service HR team will provide feedback to senior managers and will prepare letters for recipients of additional scale or discretionary awards. Letters will not be issued for unsuccessful recommendations.

Appropriate records of decisions will be kept by Faculty/Service HR. Under the Data Protection Act 1998, whilst it is the policy of the University to keep the information on recommendations confidential, Faculty Deans/Heads of School should be aware that applicants may be able to ask for the disclosure of information via the Secretariat.

### 3.6 *Appeals*

The decision of the Validation Panel is final, there is no right of appeal.

## 4. **Recognition Scheme**

### 4.1 *When is this appropriate?*

Two levels of recognition are available in addition to normal practices such as a letter of thanks and appreciation. These are:

1. An award available through our online recognition system (such as a voucher) or a per head allowance for a team dinner/activity. These will not be subject to employee tax and NICs.  
*Note: This option will be available in 2017 once the portal has been implemented.*
2. A one-off payment which can be awarded to an individual or to a team to recognise exceptional performance in the context of a one-off task or project. One-off payments are non-consolidated and non-pensionable; they will be made through the University payroll and will be subject to employee tax and NICs.

4.2 Recognition criteria

Type	Criteria
Recognition voucher	<p>Excellent performance which is not at the level commensurate with the criteria for a one-off payment can be recognised with an award via our online system. The appropriate level of award will be dependent on an individual's (or a team's) performance and the normal expectation of them in their role(s).</p> <p>This might include:</p> <ul style="list-style-type: none"> <li>• Providing excellent service to students/staff within a particular period;</li> <li>• Going beyond expectations in making a contribution to the success of an event or project.</li> </ul> <p>This is a controlled list which has been approved by HMRC and enables these awards to be made without an individual incurring tax and NICs. Therefore, all awards must use this system.</p>
One-off payment within the range of £250 - £1,500	<p>Where an individual or a team has made an exceptional contribution, over and above normal expectations, in the context of a significant, time-constrained piece of work, or where an individual's exceptional performance is not yet on a sustained basis to meet the criteria for an additional or discretionary increment but is still worthy of recognition due to its significance.</p> <p>This can include:</p> <ul style="list-style-type: none"> <li>• Concluded additional, time-limited responsibilities e.g. an exceptional project, extraordinary cover for an absent team member etc;</li> <li>• Demonstrated a proactive, positive and flexible approach to enable the achievement of Faculty/School/Service strategic objectives (this should not be interpreted as working additional hours);</li> <li>• Achieved particularly challenging goals or objectives to ensure critical deadlines are met;</li> <li>• Demonstrated behaviours in line with University Values which help to achieve outcomes such as exceptional team or service performance, an exceptional approach to customer service or the student experience;</li> <li>• Community activities within the University (that are over and above the expectations of the role but not sufficient to warrant a change of grade and where workload remission is not normally granted). Community activities relate to providing a general service and citizenship within the area or University which is outside the remit of the individual's/team's role.</li> </ul>

#### 4.3 Recognition process

Senior managers are responsible for making the case for awards. The case must be set out on the appropriate form and should show how the individual or team has met the criteria set out above. Where an individual believes they have a case, they should speak to their line manager or HR Manager.

#### 4.4 Decision making

In order to retain the value of these awards, our expectation is that individuals will not normally be awarded through this scheme more than once in a year, and one-off payments should not become a regular form of payment. Where outstanding contribution is sustained the individual should be considered for an award under the Reward Scheme.

Level of award	Decision making responsibility
Recognition voucher <i>Note: This option will be available in 2017 once the portal has been implemented.</i>	This recommendation will be made through our online system and approved by Head of School/Service (or nominee) and HR Manager
One-off payment amount (non-consolidated and non-pensionable) within the range of £250 - £1500	Chair of the Faculty/Service panel and HR Manager*
Any recommendation which differs from the norms described in this section, or where the Faculty/Service panel does not reach consensus	Director of HR (or Deputy)

\* Recommendations for one-off payments will be considered by a Faculty/Service panel<sup>1</sup>, chaired by the Faculty Dean or UEG lead for a Professional Service (or nominee) with the Faculty/Service HR Manager as an equal partner in the decision making process.

### 5. Further information

If this policy is required in an alternative format (for example Braille, large print or e-text), please contact Human Resources at [hr@leeds.ac.uk](mailto:hr@leeds.ac.uk).

### 6. Implementation and review

This policy became operational in September 2016.

This policy will be monitored and reviewed by Human Resources where appropriate. In the event of any legislative or other changes (e.g. to University strategy or best practice), it will be revised in consultation with the recognised trade unions.