

Royal Northern College of Music

# Reward and Recognition

Policy & Procedure

Department: Human Resources

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RNCM  
ROYAL NORTHERN  
COLLEGE of MUSIC

## **1. Purpose**

This document outlines how the process of awarding increments, accelerated increments, discretionary contribution increments<sup>1</sup> and one-off payments will operate within the Royal Northern College of Music (RNCM).

The aim of this process is to provide a fair, transparent and practical approach to recurrent, discretionary and one-off non-consolidated payments made to staff in order to reward individual contribution within their role, and to ensure equality for all staff.

This procedure applies to all staff up to, and including, grade 10 of the College's single pay spine. Staff on Personal Grades are excluded from this procedure.

## **2. Equality of opportunity**

The RNCM is committed to promoting equality of opportunity in all its activities and aims to provide a work, learning, research and teaching environment free from discrimination and unfair treatment. Procedures contained within this document for the reward and recognition of our staff have been designed to be fair, transparent and consistent with the College's Equality and Diversity Policy.

With this in mind, all members of staff will be treated fairly and equitably and decisions taken will be based solely on assessment of individual performance, ability, and the needs of the College, irrespective of employment or contractual status and personal circumstances i.e. part time, fixed term, etc.

The College's Equality, Diversity & Inclusion Forum will monitor the protected characteristics of staff in relation to the outcome of applications for reward-based pay and will review trends and statistics in order to ensure that the criteria against which decisions are taken remain objectively justifiable and lawful in accordance with equal opportunities and discrimination legislation.

## **3. Scheme Principles**

The scheme is intended to reward those who can demonstrate sustained, outstanding achievement or excellence in their role.

- This scheme is not designed to encourage staff to work excessive hours, and decisions on the merits of applications will be based on qualitative rather than quantitative assessments.
- All staff should be rewarded fairly according to their sustained contribution, including the application of new skills and of expertise developed over time in the job.
- The Performance Development Review (PDR) process should be used to inform the contribution assessment process.
- Assessment of objectives / performance standards achieved should be clearly related to College / School / Departmental objectives, recognise achievements and reward competencies and activities likely to contribute to the future success of the College.
- Objectives / performance standards will be applied fairly and consistently.
- Decisions should be demonstrably based on objective evidence and, where appropriate, recognise teamwork.
- This procedure should be communicated to staff so that they understand its operation and the part that they and their managers play in it.

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<sup>1</sup> Discretionary Contribution Increments refers to those above the normal progression threshold of a particular grade.

#### **4. Eligibility**

All staff who have a minimum of 12 months service and have not received a similar award within the last 2 years are eligible to be nominated. Exceptionally, staff may be nominated for an award within two years of a previous successful award.

Staff who have changed role may be nominated but must be able to demonstrate the same outstanding levels of skill or achievement in each role.

Staff are eligible for nomination whether their contribution has been made individually or as a member of a team.

#### **5. Criteria**

Nominations will be assessed in relation to how a nominated member of staff carries out (or exceeds) their role, and not to the role itself. It is acknowledged that individual members of RNCM staff regularly perform at the level demanded by their role. Any nomination made under this procedure should, therefore, focus on demonstrating sustained, outstanding achievement or excellence beyond that expected as part of their normal role requirements. In making a case for nomination, achievements should be placed in the context of an individual's particular area/discipline/grade and also within specific departmental strategic priorities and/or overall performance standards. In highlighting specific exceptional achievements, clear evidence must be provided.

**NB:** This scheme operates independently from the College's Teaching Awards which is designed to support specific approved projects to recognise and reward individuals for excellence and innovation in teaching and learning.

#### **6. Incremental Progression**

Progression within each grade will depend in part on an individual's length of service in the grade and in part on an assessment of their contribution. Staff will, nonetheless, have a normal expectation of annual progression up to the contribution threshold for their grade, subject exceptionally to established procedures for dealing with performance problems.

In some instances, an individual's performance may fall below the necessary standard: in such cases the College's disciplinary procedure will be invoked, and this may impact on incremental progression.

##### **6.1 Accelerated incremental progression**

This may be awarded where a staff member:

- is developing and progressing within their role at a faster rate than would normally have been expected and is making a greater contribution to the School or Department;
- has taken on significant additional responsibility on an ongoing basis, but where the level of that responsibility falls within their current grade;
- is demonstrating sustained behaviours / approaches which allow their role to be achieved more effectively on an ongoing basis e.g. quality achieved, customer service provided, application of the skills gained following the achievement of a relevant qualification.

**Note:**

To be eligible for the award of an accelerated scale increment a member of staff must be below the normal maximum of their current salary scale. An accelerated award does not involve payment beyond that point.

Accelerated scale increments are normally effective from 1 August each year. These payments may be effective from some other appropriate date at the discretion of the HR Committee. Any future increments will be effective thereafter on 1 August of the following year. More than one accelerated scale increment may be paid in exceptional cases.

## 6.2 Discretionary Contribution Increments

These may be awarded where a staff member:

- is consistently demonstrating exceptional performance – i.e. over and above the normal expectation for someone who is fully developed in that role – but where this is not enough to justify a re-grading;
- is consistently providing sustained, outstanding service to the School or Department, or to the College at large e.g. exceptional performance in a key area of the role.

**Note:**

Contribution increments may be awarded, where a case can be made for this based on the criteria agreed and subject to their availability. It should be noted that the normal expectation is that a single increment is awarded, however additional increments may be awarded where appropriate against established criteria.

Contribution increments will normally be effective from 1 August each year. These payments may be effective from some other appropriate date at the discretion of the HR Committee.

To be eligible for a contribution increment, a member of staff must be paid at the normal maximum or penultimate point of their salary scale.

## 7. One off payments

These may be awarded where a staff member:

- takes on additional but time-limited responsibility e.g. one-off project work;
- demonstrates a particularly flexible approach or behaviour which contributes directly to the achievement of School or Departmental objectives. (This should not be solely interpreted as working additional hours);
- contributes ideas which lead to greater efficiency, improved quality, cost savings etc., and which contribute to the achievement of School or Departmental objectives;
- achieves particularly challenging goals or objectives e.g. overcomes significant obstacles to ensure deadlines are met;
- demonstrates behaviours /approaches which allow the role to be achieved more effectively e.g. quality enhancement, customer service provided, but where these have not yet been demonstrated on an ongoing basis.

In considering awards under this policy it is important for the HR Committee to consider whether one-off non-consolidated payments have previously been made to members of staff for the same or very similar reason. In these cases an award of a contribution increment or an accelerated scale increment to reflect this trend may be more appropriate.

Where a contribution increment or an accelerated scale increment is awarded there should be clear demonstration that the individual has increased their contribution to the School or Department and to College objectives on an ongoing basis. This level of contribution then becomes the normal expectation for that member of staff. Therefore, the same evidence will not attract further recurrent or one-off or non-consolidated increment/contribution point payments. Please note that this type of award will be paid subject to any statutory tax and NI deductions.

## **8. Monitoring**

The scheme will operate with equality of access across all eligible roles and grades. The outcomes of the scheme will be monitored through statistics showing amount of award, school/department, grade, protected characteristics, and type of working, i.e., full-time or part-time, etc. This information will be produced by the Human Resources Department, analysed by the Human Resources Committee and submitted to the Executive Committee on an annual basis (at the end of each financial year). A report on this analysis will be included in the Equality and Diversity Annual Report to the Board of Governors.

## **9. Application Process and timescales**

Heads of Schools / Departments wishing to recommend a member of staff in their School / Department for an accelerated scale increment, a discretionary increment or one-off payment should complete the form *Reward and Recognition Application* (Appendix 1).

Summary guidelines for the most appropriate route of reward can be found in Appendix 2.

### **9.1 Notification of outcome**

The HR Committee will consider all applications. Heads of Schools / Departments will be informed of the outcome of their submitted application(s) by the HR Department, normally within 6 weeks of receipt. Feedback for those whose application has not been successful, or who have been awarded a different type of payment than that recommended by their Head of School / Department will be made available.

### **9.2 Appeals**

There is no right of appeal against the non-award of a contribution increment, an accelerated scale increment or one off-payment. The decision of the Human Resources Committee is final.

**Reward and Recognition Application**

This form should be used by the Head of School / Department wishing to recommend a payment for a staff member to recognise their personal contribution within the role.

The completed form should be emailed to [human.resources@rncm.ac.uk](mailto:human.resources@rncm.ac.uk)

<b>Name of staff member</b>	
<b>School / Department</b>	
<b>Name of manager</b>	
<b>Category of staff</b> (delete as appropriate)	Academic / Professional Services
<b>Type of payment requested</b> (delete as appropriate)	Discretionary Contribution Increment to SCP-- Accelerated Increment to SCP-- One-off payment of £---- (net/gross)
<b>Where incremental increase requested please state current grade and spine point</b>	Grade: SCP:
<b>Date of request</b>	
<p><b>Case for Award:</b> Supporting statements by the Head of Department / line manager should reflect the strategic objectives of the School/Department, and indicate clearly how the performance of the relevant member of staff has contributed to achieving these.</p> <p>Applications that do not demonstrate how the criteria have been met / a contribution to achievement of strategic objectives will not be considered by the HR Committee.</p> <p>-----</p>	

Activity	Appropriate route	Action by manager	Authorising body	Comments
<p>Planned period of <b>acting at a higher level</b> than substantive role (e.g. covering a period of long term sick leave, maternity leave, period of review)</p>	<p>Examine the responsibilities being asked and identify an appropriate rate of pay for the period (usually on the College pay spine). Advice from HR should be sought in assessing the proposed rate of pay before discussing with the employee to ensure expectations are managed. The payment would be made on a monthly basis for the period of undertaking the additional responsibilities.</p>	<p>Liaise with HR and submit a staff requisition form to Head of HR.</p>	<p>Executive Committee Staffing Sub Group</p>	<p>It is a more positive experience for the employee to be clear about the recognition and expectations before any additional responsibilities have commenced. This would also allow more formality and recognition in terms of the employee's professional development.</p>
<p>An employee has demonstrated <b>sustained, outstanding achievement</b> or excellence beyond that expected as part of their normal role requirements.</p>	<p><b>Reward and Recognition nomination.</b> In making a case for nomination, achievements should be placed in the context of an individual's particular area/discipline/grade and also within specific departmental strategic priorities and/or overall performance standards. In highlighting specific exceptional achievements, clear evidence must be provided.</p>	<p>Ensure the case meets the criteria set out in the policy and submit the completed form to: <a href="mailto:human.resources@mcm.ac.uk">human.resources@mcm.ac.uk</a> The options that can be requested are:  <ul style="list-style-type: none"> <li>• One off payment</li> <li>• Accelerated incremental progression</li> <li>• Discretionary contribution increment</li> </ul> </p>	<p>HR Committee</p>	<p>The nomination should be submitted confidentially by the line manager without discussion with or promises to the employee. Payments are subject to deductions.  <i>The maximum award that has been paid is £2,000.</i></p>
<p>An employee has <b>demonstrated excellent performance</b> in one of the following areas in the previous 12 months:  <ul style="list-style-type: none"> <li>• Operational Excellence</li> <li>• Excellent Service</li> <li>• Impact</li> <li>• Innovation</li> </ul> </p>	<p><b>Principal's Recognition Scheme nomination.</b> Some examples might include: revising procedures to save time and improving user experience; improving the student experience; setting up schemes that improve well-being of staff or students.</p>	<p>Complete the nomination form, providing examples of how the criteria have been met. The nomination may be completed by the line manager but must be signed off by the Head of department / school and submitted to the Head of HR by the end of the Spring term.</p>	<p>The Principal, together with three other individuals drawn from a pool.</p>	<p>Up to 10 awards are available each year. Recipients will receive either a £50 or £100 voucher. The nomination should be submitted confidentially by the line manager without discussion with or promises to the employee.</p>

Activity	Appropriate route	Action by manager	Authorising body	Comments
<p>There have been <b>significant and permanent changes in the required levels of responsibility</b> and accountability of a job.</p>	<p>Normally a request for re-grading must be submitted as part of the annual business planning process. Exceptionally, requests may be considered out of cycle.</p>	<p>Complete the Job Evaluation and Grading Review Request Form and submit to <a href="mailto:human.resources@mcm.ac.uk">human.resources@mcm.ac.uk</a> (or provide the equivalent evidence in the business plan). Once approved, submit the current job description and person specification and the HERA Role Evidence Form (this must be completed by the current role holder and verified by the line manager).</p>	<p>Executive Committee Staffing Sub Group for authorisation to review. Evaluation undertaken by a panel of 3 trained HERA analysts.</p>	<p>This is the appropriate route for recognising significant changes to the <i>requirements of the role</i> and not for rewarding performance or long service in a role.</p>
<p><b>Teaching and Research</b> staff who have <b>demonstrated expertise in one or more of the following areas above the expectations of their current grade:</b></p> <ul style="list-style-type: none"> <li>• Professional;</li> <li>• Teaching and Learning</li> <li>• Leadership;</li> <li>• Management and Administration.</li> </ul>	<p>Teaching and Research staff grading review. The employee will complete the application before sending on to the line manager for a supporting statement. Applications will be invited during the Spring term each year (for any changes to be effective from the start of the following academic year).</p>	<p>Provide the supporting statement on the employee's application form of how they meet the criteria for the role profile (grade) they are applying to be considered for. Submit the completed form to <a href="mailto:human.resources@mcm.ac.uk">human.resources@mcm.ac.uk</a></p> <p>Provide any feedback to the employee in the case of both successful and unsuccessful applications.</p>	<p>Teaching and Research Staff Grading Review Panel (consists of a pool of senior Academic staff)</p>	<p>Heads of School should be mindful of supporting and encouraging all staff who they feel meet the criteria to apply. Evidence shows that female employees are less likely to put themselves forward for such recognition and this can lead to an imbalance in pay/grading between male and female employees.</p>