CONTRIBUTION-RELATED PAY AWARDS POLICY

Awards for Exceptional Contribution for Staff (other than Academic, Research and Teaching & Scholarship Staff)

1. INTRODUCTION

Birkbeck College is committed to rewarding staff contribution in terms of recognising their increasing skills, knowledge and experience through annual incremental progression, and also rewarding staff whose contribution is considered, and demonstrated, to be exceptional.

Financial reward for the recognition of exceptional contribution of both teams and individuals is termed ‘contribution-related pay’.

For the purposes of this procedure, ‘exceptional contribution’ is defined as a ‘contribution that, on a sustained basis, substantially exceeds that normally expected in an individual’s or team’s role’.

The purpose of this document is to provide guidance and outline the procedure for the reward of exceptional contribution in order to support and motivate staff performance.

Contribution-related pay is not to be used as a substitute for regrading. Please see the policy on regrading for more information.

2. FREQUENCY OF AWARDS

Nominations for contribution-related pay awards for exceptional performance will be considered on an annual basis. The period of performance under consideration for these awards runs from the preceding summer term to the close of the spring term in the year of application, though performance prior to this period will not be discounted where this is demonstrated to be consistently exceptional (see Annex A). The payment date for awards is October following the panel meeting.

3. CATEGORIES OF CONTRIBUTION-RELATED PAY

There are two categories of contribution-related pay:

- Increments, either accelerated or discretionary
- Bonus payments, either individual or team

3.1 Accelerated and discretionary increments

An additional increment is awarded for consistent, sustained exceptional performance over the year based on the criteria outlined in Annex A. Staff will be awarded an accelerated or discretionary increment dependent on their location on the pay scale. These increments are not used to enhance pay for anything other than exceptional performance.

a) A maximum of one additional increment may be applied for per nomination;

b) An accelerated increment will be considered for staff who’s pay on 1 October, following application, is below the penultimate point of their grade;
c) A discretionary increment will be considered for staff who’s pay on 1 October, following application, is either at the top of or at the penultimate point of their core grade, or at a discretionary point below the maximum of the discretionary points;

d) Staff must have successfully completed their probation period prior to making an application;

e) The nomination must be based upon performance following completion of the probation period, as the probation period is not taken into consideration for increment payments.

3.2 Bonus Payments

Bonus payments are one-off, non-consolidated, non-pensionable payments, which are awarded for exceptional performance in the job over a specific period of time, based on the criteria outlined in Annex A.

a) Bonus awards may be made either to individual members of staff or to teams of staff in recognition of their achievement;

b) The value of any bonus will be proportional to the length of period, and local and strategic impact of the work nominated for award;

c) Bonuses will be pro-rata for part-time staff;

d) Bonus payment will be made on 1 October, following application, for staff who remain in the employment of Birkbeck.

4. NOMINATIONS FOR CONTRIBUTION-RELATED PAY

Nomination processes are managed locally (e.g. within Professional Services Departments and Schools) prior to the College Contribution-Related Pay Award Panel meeting.

4.1 Nomination Procedure

4.1.1 Start of the nomination procedure

In the first week of March, the Human Resources Department will:

a) Send an all-staff email alerting staff to the forthcoming College Contribution-Related Pay Award exercise and including a weblink to the relevant documentation.

b) Send an email reminder to the College Secretary, Vice-Master, Executive Deans, Directors of Operations and Directors of Professional Service Departments detailing their responsibility for local nomination processes prior to the College Contribution-Related Pay Award Panel meeting.

4.1.2 Responsibilities for local nomination processes

The Vice-Master/College Secretary is responsible for ensuring that:

a) Executive Deans/Directors of Operations/Directors of Professional Service Departments submit papers in good time and papers are circulated prior to the local meeting.
b) Directors of Operations/Directors of Professional Service Departments (or nominees) all attend the appropriate local panel meeting.

4.1.3 Submitting nominations for contribution-related pay awards

There are two ways to apply for contribution-related pay awards – nominations by line managers and self-nomination.

4.1.3.1 Nominations by Line Managers

a) All nomination submissions made by line managers must include the following:

i) A Contribution-Related Pay Award Nomination form (see Annex B for individuals and Annex E for teams). This document will be completed by the line manager, following discussion with the member of staff being nominated.

Submissions may also include (although this is optional):

ii) An Accompanying Statement (see Annex D). An Accompanying Statement may be provided where it is deemed that this additional statement will assist the case for nomination. The nominee and/or their line manager can recommend a relevant member of staff to provide this Statement, and the line manager is responsible for requesting and ensuring this document is submitted in support of the nomination.

b) All relevant forms must be completed with explicit reference to all the relevant criteria (see Annex A), and include evaluative evidence in support of achievement against these criteria. Failure to provide such evidence will result in the nomination being declined by the relevant Director of Operations/Director of Professional Service Department.

c) All line managers must prioritise their nominations, and any self-nominations received (see 4.1.3.2) according to the nomination criteria (see Annex A) and include a brief rationale for the prioritisation given, prior to submitting these to the relevant Director of Operations/Director of Professional Service Department. This will assist in both local and College-wide decision-making in relation to contribution-related pay awards.

d) All line managers must ensure that their nomination documentation is submitted to the Director of Operations/Director of Professional Service Department by the stated local deadline for submission.

e) All Director of Operations/Director of Professional Service Department must ensure that the Vice-Master/College Secretary receives copies of all nominations prior to the local nomination meeting.

4.1.3.2 Self-Nomination

a) All self-nomination submissions will include the following:

i) A Contribution-Related Pay Award Self-Nomination form (see Annex C). This document will be completed by the member of staff self-nominating; and

ii) A minimum of one and maximum of two Accompanying Statement/s (see Annex D).
▪ An Accompanying Statement must be completed by the line manager (who must offer a meeting to the self-nominating member of staff to discuss the content of this statement).

▪ A second Accompanying Statement may be provided where it is deemed that this additional statement will assist the case for nomination. The nominee or line manager can recommend a relevant member of staff to provide this Statement, and the nominee can request that either their line manager or the Director of Operations/Director of Professional Service Department requests and ensures this document is submitted in support of the nomination.

b) All relevant forms must be completed with explicit reference to all the relevant criteria (see Annex A), and include evaluative evidence in support of achievement against these criteria. Failure to provide such evidence will result in the nomination being declined by the relevant Director of Operations/Director of Professional Service Department.

c) All staff self-nominating must ensure that their Contribution-Related Pay Award form and current Job Description Document are submitted to the Director of Operations/Director of Professional Service Department by the stated local deadline for submission.

d) The Director of Operations/Director of Professional Service Department must ensure that they receive the staff member’s Accompanying Statement/s by the stated local deadline for submission.

5. RECEIPT OF NOMINATIONS

Following receipt of all nominations, and prior to the local nomination meeting, Executive Deans, Director of Operations and Director of Professional Service Department should:

a) Discuss all received nominations with the nominating manager (to ensure consistency and fairness of nomination).

b) Prioritise nominations, and include a brief rationale for this prioritisation.

c) Consider whether all staff demonstrating exceptional performance have been represented and approach line managers for further nominations where this is deemed appropriate.

6. LOCAL NOMINATION MEETINGS

a) The Vice-Master will chair a local meeting for all Schools and the College Secretary will chair a local meeting for all Professional Service Departments to ensure that all nominations are considered in a fair and consistent manner and in accordance with College Equal Opportunities policy.

b) As a conclusion to these meetings, nominations will either be endorsed or not endorsed, and the prioritisation of all endorsed nominations will be agreed. The decision of the Vice-Master/College Secretary is final where agreement cannot be reached.

7. DISSEMINATING RESULTS OF LOCAL NOMINATION MEETING

a) The Vice-Master and College Secretary are responsible for ensuring that all endorsed and non-endorsed nomination documentation is received by the Human
Resources Department by the second week in May for Panel preparation and equal opportunities monitoring. Late submissions will not be considered unless evidence of exceptional circumstances is provided.

b) If a member of staff’s submission is non-endorsed at this stage, the Director of Operations/Director of Professional Service Department will invite the nominee to meet with him/her to obtain feedback.

c) The Human Resources Department will collate all endorsed and non-endorsed nominations and distribute these to all Contribution-Related Pay Award Panel members at least 5 working days prior to the Panel meeting.

8. **COLLEGE CONTRIBUTION-RELATED PAY AWARD PANEL**

8.1 The College Contribution-Related Pay Award Panel consists of the College Secretary (as Chair of the Panel), HR Director, Vice-Master, an HR representative as Secretary to the Panel and an appropriate Union observer.

8.2 The College Contribution-Related Pay Award Panel will meet during the first week in June annually. The date of the Panel meeting will be published in the College Calendar annually.

8.3 The College Contribution-Related Pay Award Panel is responsible for:

a) Considering the endorsed nominations from each Professional Services Department and School and making final decisions in approving or declining nominations;

b) Monitoring all nominations in relation to College equal opportunities policies with reference to numbers of applications submitted, accepted and declined in relation to categories including staff grade, School, or Professional Services Department, gender, ethnicity, disability, age and contract status.

8.4 The decisions of this Panel are final and will not require the approval of the Staffing Committee. Results of the Panel will be reported to the Staffing Committee.

8.5 The College Secretary will write to each applicant, copied to their Executive Dean/Director of Operations/Director of Professional Service Department and line manager, to inform them of the outcome of the Panel within 4 weeks of the Panel meeting. If a member of staff’s submission is not approved, the College Secretary (or nominee) will inform them that they may contact him/her to obtain feedback.

9. **APPEALS**

9.1 Appeals will be considered if it is argued that there has been a fault in procedure. An applicant’s failure to have followed the procedure correctly will not be grounds for appeal.

9.2 If a member of staff wishes to appeal on the basis of a fault in procedure applied up to and including the local nomination meeting, he or she must arrange to meet with the relevant Director of Professional Service Department or Director of Operations who considered their application no more than two weeks after being notified of the decision. If the staff member, having done so, wishes to appeal against the decision of the relevant Director of Professional Service Department or Executive Dean/Director of Operations, he or she must send a letter to the Director of Human Resources not more than two weeks after meeting the Director of Professional Service Department or Executive Dean/Director of Operations stating the grounds for the appeal.
9.3 If a member of staff wishes to appeal on the basis of a fault in procedure applied up to and including the College Contribution-Related Pay Award Panel, he or she must arrange to meet with the Chair of the Panel no more than two weeks after being notified of the Panel’s decision. If the staff member, having done so, wishes to appeal against the decision of the Contribution-Related Pay Award Panel, he or she must send a letter to the Director of Human Resources not more than two weeks after meeting the Chair of the Panel, stating the grounds for the appeal.

10. TRAINING

An appropriate level of training and briefing will be provided for all staff in the application of the Contribution-Related Pay Award procedure. All managers will be expected to undertake such training opportunities.

11. MONITORING

11.1 It is essential that the procedure for contribution-related pay awards is monitored for fairness and consistency, in particular in relation to the College’s Equal Opportunities policy.

11.2 The Executive Dean/ Director of Professional Service Department is responsible at a local level for ensuring adherence to College Equal Opportunities policy.

11.3 The College Contribution-Related Pay Awards Panel is responsible for monitoring all nominations in relation to College Equal Opportunities policy.

11.4 Monitoring reports detailing the rejection and approval rates of nominations at both local and College Panel stages in accordance with the College’s Equal Opportunities policy will be compiled by the Human Resources Department and considered by the HR Strategy and Policy Committee and the Equal Opportunities and Diversity Working Party.

Policy Review

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<tr>
<th>Policy Title</th>
<th>Contribution-Related Pay Awards Policy</th>
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<tr>
<td>Applicable to</td>
<td>All Employees except Research and Teaching, Teaching and Education and Teaching &amp; Scholarship staff</td>
</tr>
<tr>
<td>Date last reviewed</td>
<td>March 2020 (changes to job titles of School Managers to Director of Operations only)</td>
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