

# Rewarding Staff Performance

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Applicable to employees of the Central Academic Bodies and central activities of the University of London (the "central University").

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## 1 Honoraria

### 1.1

Normally, these would be awarded retrospectively to members of staff. These would be one-off payments to recognise an exceptional contribution or workload, which had not been rewarded through a responsibility allowance or overtime payment.

### 1.2

The nominator should outline in writing how they think the nominee meets the criteria (shown below). Where staff nominate themselves, or a colleague, the view of the relevant line manager will also be sought.

### 1.3

The criteria for reward of honoraria are:

- Outstanding contribution to the delivery of team/unit objectives;
- Exceptional additional temporary responsibilities undertaken competently and efficiently where these have not been recognised already by an acting/responsibility allowance;
- Exceptional flexibility in working across a range of activities and responsibilities.

## **2 Acting and Responsibility Allowances**

### 2.2

Normally, an acting or responsibility allowance will be planned in advance and should be paid for work of a temporary nature and for a minimum of four weeks. The nature of the work should be over and above that contained in the relevant job description. The level of payment will be determined in conjunction with Human Resources.

### 2.3

Unlike honoraria and further increments, a responsibility allowance is not an award for exceptional merit and payments do not fall under similar processes and criteria.

## **3 Accelerated Increments**

### 3.1

Normally these would be awarded exceptionally to staff with a permanent additional responsibility, which does not attract a higher grade, with the criteria for reward being additional duties or responsibility for staff whose post is appropriately graded.

## **4 Non-Automatic Discretionary Points**

Non-automatic discretionary points would be awarded exceptionally for outstanding and sustained performance over a significant period of time (one year or more) of work of value to the University by staff whose post is appropriately graded.

## **5 Process**

### 5.1

With effect from 1 May 2009 the following arrangements will apply for the award of all forms of discretionary pay, including:

- Accelerated (additional) increments;
- Progression into the discretionary pay range beyond the normal maximum;
- Honorariums.

### **5.2 Scrutiny by Senior Management Team**

#### 5.2.1

Proposals for any form of discretionary pay increases or awards will in future be considered by the Senior Management Team who will take account of:

- The relative strength of the cases proposed;
- Equity among divisions; and
- Affordability;

#### 5.2.2

The SMT will also be provided with data on age, gender and other relevant information to enable it to discharge its obligations under the University's Equality Policy.

### 5.3 Timetable

#### 5.3.1

Each Director will invite performance pay nominations from managers in or around September each year. Individuals may also self nominate. Proposals will be considered by the Senior Management Team of each Division. Directors may wish to invite a member of the HR team to be present to offer advice.

#### 5.3.2

Directors will present their proposals to the Director of HR by the end of October each year at the latest. The proposals will then be considered all together by the Senior Management Team at a special meeting in early November of each year.

#### 5.3.3

Decisions will be made with a view to payment of any increases or awards in December pay.

### 5.4 Definitions

#### 5.4.1

Definitions of the different types of performance pay and awards are set out in Annex B of the Framework Agreement for the Modernisation of the Pay and Grading Structure (dated 8 February 2006).

#### 5.4.2

Staff must have completed their probationary periods before they may be considered for any honoraria and a minimum of 1 year's service would normally be required for the award of an additional/discretionary increment.

### 5.5 Urgent or Exceptional Awards

#### 5.5.1

It may be necessary on occasions for Directors to propose awards outside the usual timetable, for example to recognise an exceptional contribution to a critical project. On such occasions the Director may make the case for such an award in writing to the Director of Administration who may approve it or may refer it to the next meeting of the SMT.