



Queen Margaret University
EDINBURGH

Contribution Pay Policy and Procedure

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Contribution Pay Policy

1.0 Introduction

The University's Contribution Pay Policy and supporting procedures are part of our overall Reward and Recognition Policy. The University wishes to recognise and reward the contribution members of staff make to the implementation of the strategic plan.

2.0 Policy Aims

This policy and supporting procedures are designed to:

- Enhance career progression opportunities of all staff
- Support the recruitment and retention of staff
- Reward staff whose contribution on a sustained basis exceeds that normally expected in their role

A contribution pay award is in respect of a staff member's contribution to the delivery of the University's strategic plan objectives. Senior members of staff who are not part of the University's pay and grading structure are covered by separate contribution pay arrangements.

Applicants are required to show evidence of their contribution against the criteria set out in this policy and the specific requirements for the award of a contribution increment, accelerated increment or one-off payment.

3.0 Equal Opportunities

QMU is committed to equality of opportunity for all its staff and the terms of this policy and its supporting procedures and guidance notes are designed to ensure the fair and transparent treatment for all staff irrespective of age, race, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation, religion or belief, gender or contractual status.

4.0 Contribution Pay Awards

The Reward and Recognition Committee invites applications from staff for the award of a contribution increment; accelerated increment; or one-off payment. Contribution pay awards are only applicable to staff who have at least 12 months continuous service in their current post with the university.

Subsequent to the Reward and Recognition committee meeting, the appropriate member of the Executive Board (or head of service if appropriate) will give feedback to each applicant. If the application is unsuccessful the staff member will be told of the reasons on which the decision has been based. The outcome of the application process will be confirmed to the staff member in writing by Human Resources.

Contribution Pay is not the appropriate route where the role has been developed to the extent that it fits within a higher grade. These instances will be managed via Role Review.

Recognition of academic achievement in the form of the award, e.g. a Senior Lectureship should be progressed under the QMU Academic Promotion Policy.

Applications will not normally be accepted from employees who have a current disciplinary sanction or performance improvement plan on record.

5.0 Evaluation Criteria

The Reward and Recognition Committee will consider applications based on the criteria set out below. Exceptional performance in conjunction with the objectives agreed in the Performance Enhancement Review (PER) process are expected. Managers are encouraged to discuss the application with the applicant.

Examples of contribution criteria are excellence in:

- The delivery of innovative and high quality customer service
- Enhanced productivity maximising the use of resources in support of the delivery of financial sustainability
- Continuous professional development contributing to the delivery of sustained additional individual or team contribution
- Consistent and sustained excellent service delivery
- External representation resulting in the enhancement of the University's/School's/area's reputation in accordance with strategic plan objectives.
- Learning and teaching/leadership in learning and teaching in accordance with direction set by the Student Experience Strategy
- Research and/or research leadership in accordance with the provisions of our Research Development Strategy
- Entrepreneurial and other profitable income generating activity in line with the provisions of our Commercialisation Strategy
- Academic leadership, management & administration
- Recruitment of students in line with the growth objectives set out in the strategic plan

Applications should demonstrate that the member of staff has exceeded the normal contribution required as set out in the job description and other relevant criteria that are in place. The application needs to show a clear link between the contribution made and the University's strategic objectives.

Applicants may discuss their application with Human Resources who will provide further advice and guidance as required.

6.0 Contribution Awards – Definitions

6.1 Contribution Increment

A member of staff is eligible for a contribution increment where they are already being paid at the maximum point of the standard part of their scale or being paid within the contribution part of the scale. The Reward and Recognition Committee may recommend the award of a contribution increment where there is evidence to show that a staff member has consistently demonstrated exceptional performance. Where successful, one increment will be awarded.

6.2 Accelerated Scale Increments

A member of staff is eligible for an accelerated scale increment if they are below the normal maximum point of their salary scale. Accelerated increments do not apply where the employee is being paid within the contribution range of the salary scale. The Reward and Recognition Committee may recommend the award of an accelerated increment where a staff member:

- Is developing or progressing within their role at a faster rate than would normally be expected and is making a greater contribution to the objectives agreed
- Has taken on additional responsibility, on an on-going basis beyond that which is required as part of a normal development plan, as described in the PER process, and where the level of responsibility falls within their current grade

Where successful, one additional increment will be awarded.

6.3 One Off Payments

A one off payment may be awarded by the Reward and Recognition Committee where a staff member is:

- Contributing to the successful management/delivery of an exceptionally challenging project or identifiable piece of work making an exceptional contribution in the process
- Achieves particularly challenging goals overcoming significant challenges in the process
- Demonstrating exceptional flexibility in responding to deadlines/changes in targets which contributes directly to School/Department objectives as described in the individuals PER

A one-off payment is a flat rate lump sum of £500.

A one off payment award is non-pensionable but is subject to tax and national insurance deductions. A one off payment is not a substitution for any overtime payments. It would be exceptional for a member of staff to receive such an award for the same or very similar reasons in consecutive years.

7.0 Timetable

Each year Human Resources publish a set of procedures and a supporting timetable for the Reward and Recognition Policy.

Contribution Pay Procedure

1.0 Introduction

The role of the Reward and Recognition Committee is to carry out an evaluation of the application against the criteria set out in the policy. The Committee will normally approve only applications where the applicant has demonstrated a level of performance which is greater than expected and where the appropriate member of the Executive Board has recommended it for approval. Applicants should set out the basis of their submission clearly and succinctly setting out the achievements against the criteria. It is also important that the applicant is explicit in setting out their specific contribution to the activities reported in the application. The application should be accompanied by the applicants up to date PER.

2.0 Application Process

2.1 Employee/Manager Discussion

When a member of staff is considering making an application, the first step is to review the criteria set out in the Contribution Pay Policy. They should then arrange to meet with their Line Manager to discuss a potential application. In preparation for that meeting the applicant is encouraged to carry out a self-assessment exercise against the criteria. This will form a helpful basis for the discussion.

The applicant also needs to discuss with the Line Manager the type of contribution pay award they wish to apply for i.e. a contribution increment, accelerated scale increment or one-off payment. Having had this initial discussion the applicant needs to consider whether they wish to proceed with an application.

2.2 Application Form

The application process for a contribution pay award is based on the completion of the Contribution Pay Application Form. The application form should be accessed via [YourContribution](#).

The form needs to be completed by the:

- Applicant
- Line Manager
- Executive Board member

The applicant should only apply for one award. The Reward and Recognition Committee has the discretion to adjust the award, e.g. an accelerated increment in place of a one-off payment if that was deemed to be more appropriate. There are prompt questions on the form to help with its completion.

Once completed the application should submit to their line manager via [YourContribution](#).

2.3 Line Manager Actions

Following receipt of an application, the line manager should add their comments via [YourContribution](#). The line manager should comment on their assessment of the applicant's achievements.

Where the application is unsupported, the line manager should discuss the rationale for this with the employee before adding their comments to the application.

Once completed the line manager should submit to the EB member via [YourContribution](#).

2.4 Executive Board Member Actions

The Executive Board member will review the application form and the Line Manager's comments. The EB member should confirm that the process has been followed and may add any additional relevant comments. Executive Board member will also produce a rank order of the applicants within their area. They will send this via Human Resources in accordance with the published timetable.

2.5 Reward and Recognition Committee Meeting

The Reward and Recognition Committee normally meets annually to consider Contribution Pay applications.

2.6 Notification of Outcomes

Human Resources will write to all applicants in accordance with the annually published Contribution Pay timetable. Awards are effective from 1st August each year.

2.7 Feedback

Feedback on the outcome of applications will be provided via the relevant Executive Board member or line Manager. Where applicable, all feedback should form a core part of future PER discussions.

2.8 Appeals

The appeals procedure can be used where an applicant considers there has been an procedural irregularity which has caused them to be treated unfairly. The appeals procedure cannot be used to query the judgement reached on the application.

Appeals should be made in writing and submitted to the Head of HR within 10 days of receipt of the outcome letter. The Head of HR will organise for a member of the Senior Management Team to consider the appeal in conjunction with all relevant documentation.

The written appeal must clearly explain the alleged procedural irregularity and the way in which this has affected the outcome.

The appeal will not re-assess the entire case but it will consider whether the procedure has been properly applied. If it is judged that a procedural irregularity has occurred, the appeal shall only be considered if the irregularity gives rise to reasonable doubt as to whether the relevant committee would have reached the same decision had it not occurred.

If an appeal is upheld then the matter will be referred back to the relevant decision making committee for reconsideration of the substantive case following the correct procedure. The member/s of staff hearing the appeal do not have delegated authority to vary the original outcome or decision.