



UNIVERSITY OF
CAMBRIDGE

Contribution Reward Scheme for Academic-Related Staff in Grade 12

Guidance and Procedure
2023

V1/October 2023

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Overview of the scheme

The University of Cambridge operates an annual Contribution Reward Scheme for Academic-Related Staff in Grade 12. The scheme comprises two components, which are explained below. **Eligible employees may be nominated for one award, i.e. either a contribution increment or a single contribution payment, in each annual exercise.**

- **Contribution Increments** are awarded in recognition of exceptional contribution;
- **Single Contribution Payments** are awarded to employees who have reached the top spine point for their band within Grade 12, or in recognition of their contribution in relation to a short term piece of work.

It is normally expected that nominations for an award under this scheme will be submitted by the eligible employee's line manager. Eligible employees may also nominate themselves for an award, but should do so only after first discussing their intention to nominate themselves with their line manager.

There must be indication that the cost is justifiable in terms of the benefit to the University over the long term. Applications, together with recommendations from the Registry or Head of School (as appropriate) are put forward to be considered and determined by the Vice-Chancellor's Advisory Committee for Awards to Professional Services Staff (Grade 12).



Changes to the scheme in 2023

In Easter Term 2023, a review of the Contribution Reward Scheme for Academic-Related Staff in Grade 12 was conducted. Following the review, a number of proposals were made to amend the scheme, which were subsequently approved by General Board and Council. The Notice detailing these changes can be viewed in Reporter, and are summarised below.

- From the 2023 exercise onwards, the scheme will be run on an annual basis, instead of biennially, as had previously been the case.
 - The eligibility criterion regarding required length of time in post has been reduced from at least two years' service in post, to at least one year's service in post.
 - The introduction of the award option of a Single Contribution Payment, whereas previously the scheme had primarily been used for Contribution Increments.
 - The expectation of the number of increments to be awarded as two, although it is still possible to award three increments in exceptional circumstances.
 - The expectation that up to 20% of eligible staff will be nominated for an award.
 - The expectation that nominations made under the scheme will be primarily manager-led, whereas previously it was an employee-led process.
- The recommendation that nominees will have had an appraisal meeting, and that this would form a major justification for the nomination.
 - The introduction of a more extensive set of criteria for awards.
 - The proposal for more vigilance with regards to Equality, Diversity and Inclusion considerations within the scheme, and the introduction of management reports to inform decision-making.
 - The renaming of the Awarding Authority to the Vice-Chancellor's Advisory Committee for Awards to Professional Services Staff (Grade 12) (previously Vice-Chancellor's Advisory Committee for Contribution Increments for Non-Academic Officers in the Professorial Grade 12).



Timetable and Procedure

Launch	Indicative Dates
<ul style="list-style-type: none"> The HR Reward Team writes to eligible employees, their line managers and Senior Reviewers to inform them about the scheme, the nomination process, and timescales. Line managers will receive eligibility lists for their team. To encourage greater vigilance over equality, diversity and inclusion (EDI) considerations, line managers will also receive an EDI profile of the staff they manage, and how that compares to the EDI profile of all staff at this level. They will also receive information on when each eligible employee last received incremental progression. This information is intended to help inform managerial decisions about who to nominate for an award. As soon as possible after the scheme launch, line managers should meet with eligible employees in their team to discuss the option of putting forward a nomination. 	<p>Mid-September 2023</p>
Nominations Window	
<ul style="list-style-type: none"> Following the initial conversations, line managers should prepare the nomination form (PD32) for all employees they wish to nominate for an award. If the employee wishes to submit a self-nomination, they should prepare the nomination form (PD32), but must discuss their intention with their line manager beforehand. In both manager-led nominations and self-nominations, the nomination form should explain the nominee's achievements and demonstrate their exceptional contribution, with reference to the nominee's most recent appraisal paperwork (attaching this paperwork where possible). Nomination forms must be submitted to the HR Reward Team (CRSGrade12@admin.cam.ac.uk) by 13 October 2023. In the cases of self-nominations, the line manager of the nominee will be contacted and asked to comment on the nomination. 	<p>Mid-September 2023 to mid-October 2023</p>
Senior Review of nominations	
<ul style="list-style-type: none"> Once all nominations have been received and collated by the HR Reward team, they will then be reviewed by the appropriate senior member of staff, as follows: <ul style="list-style-type: none"> nominations in UAS and Council Institutions will be considered by the Registry nominations in Schools will be considered by the relevant Head of School The Senior Reviewer will consider all nominations in their remit, and with support from the relevant Lead HR Business Partner, will complete Section D of the form to confirm their assessment, make recommendations for appropriate awards, and propose rankings to the Vice-Chancellor's Advisory Committee. They must submit the completed Section D of the form to the HR Reward Team (CRSGrade12@admin.cam.ac.uk) by 1 December 2023. 	<p>November 2023 to early December 2023</p>

Vice-Chancellor's Advisory Committee for Awards to Professional Services Staff (Grade 12)	
<ul style="list-style-type: none"> Once all Senior Reviewer documentation has been received, the HR Reward team will collate and distribute nominations, along with Senior Reviewer recommendations and rankings, to the Vice-Chancellor's Advisory Committee. All nominations, whether they are supported or not supported, will be reviewed by this Committee. The Vice-Chancellor's Advisory Committee will meet in mid-January 2024 to consider the nominations. Final decisions on awards are made by this Committee. The outcomes will be shared with the Remuneration Committee for their information at their February meeting. 	January to February 2024
Outcomes	
<ul style="list-style-type: none"> The outcomes of all nominations will be communicated to nominees and their line managers in March 2024. Outcomes will be processed in March 2024 pay as follows: <ul style="list-style-type: none"> awards of Contribution Increments will be effective 1 October 2023, and successful nominees will receive any backpay due. awards of Single Contribution Payments will be calculated based on the nominee's salary as at 1 October 2023. 	March 2024

Scheme Adjustments

The Chair of the Human Resource Committee is authorised, on behalf of the General Board and Council, to make any reasonable change or adjustment to the procedure, interpret any aspects of the guidance mentioned in this booklet where doubt arises as to its meaning, or take any other action that may be necessary to ensure the fair and efficient management of this and any subsequent exercise.

Eligibility

To be eligible for both kinds of award made under this scheme, employees must:

- be Academic-Related Staff in Grade 12; and
- have been in their post performing their duties at the current grade for at least one year prior to 1 October 2023, the effective date for any award under this scheme; and
- be employed at the point the award is paid (i.e. employees who have left the University, or are due to leave the University prior to the award being processed, are no longer eligible to receive an award)

Please note, if any nominees do not meet the above criteria, they will not receive an award under this scheme.

Types of Awards

Contribution Increments

This is the award of additional increments in an employee's pay grade and band, awarded to recognise an employee's exceptional contribution over a period of at least a year, with evidence of continuous working at that level. It is normally expected that up to a maximum of two increments would be awarded. However, there may be exceptional circumstances, such as those relating to potential equal pay or relativities issues, where an award of up to three increments may be permitted.

Single Contribution Payments

This is the award of a one-off, non-pensionable payment, paid at 3% of base salary (pro-rated). These awards can be made in circumstances such as:

- when an employee has reached the top spine point for their band within Grade 12, which means they have no means of progressing their pay; or
- when an employee has excelled in relation to a short-term piece of work, such as a major but finite project, but does not meet the criterion for continuous exceptional contribution.

Preparing a nomination

It is normally expected nominations for an award under this scheme will be submitted by the eligible employee's line manager. Eligible employees may also nominate themselves for an award, but should do so only after first discussing their intention to nominate themselves with their line manager. After submission, the line managers of those who have submitted a self-nomination will be contacted and asked to comment on the nomination.

Nominations for awards must demonstrate the contribution on which the nomination is made, and should be relevant to the award for which the employee is being nominated (as referred to on page 7).

The criteria below should be addressed when making a nomination for the following awards:

Where the case is made for the award of one, two or three **contribution increments**:

- a) in what ways that contribution has been exceptional;
- b) as well as commenting on what has been achieved (for instance, in exceeding expectations in meeting set objectives) explain how that has been achieved (for instance, in role modelling one or more of the professional services staff values);
- c) explain how the employee's contribution has impacted the wider University and its core mission, in addition to their achievements within their own department/institution. Where appropriate, this may include contributions made to the Collegiate University and/or beyond the University; and
- d) confirm that an appraisal meeting has been conducted which supports the nomination (or at the very least that feedback has been given to the employee being nominated/the employee has been in receipt of recent feedback).

Where the case is made for the award of a **single contribution payment**:

- a) why that contribution has exceeded expectations;
- b) commentary on how that contribution has exceeded expectations;
- c) commentary on the impact of this contribution on the wider University/Collegiate University/beyond the University; and
- d) confirmation that an appraisal meeting has been conducted, and feedback given.

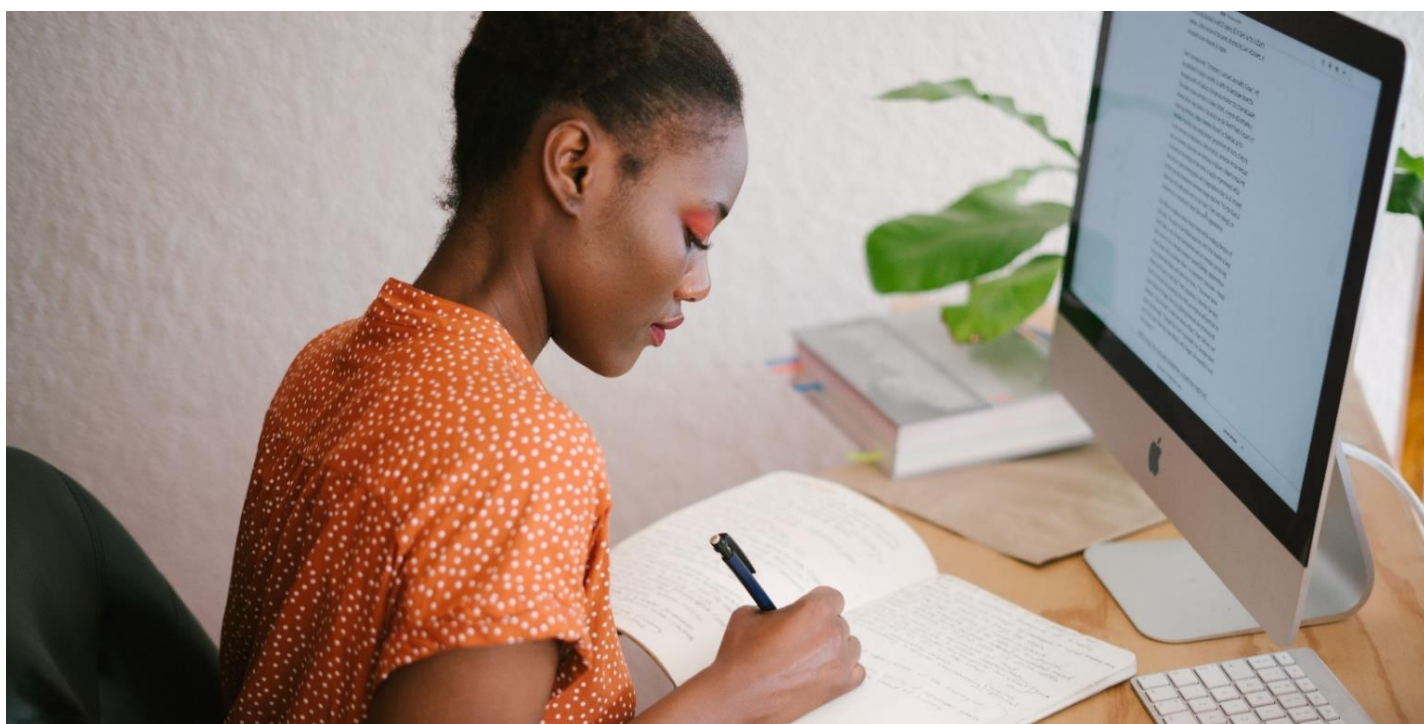
Financial Matters

All awards made via this scheme are fully funded by Institutions, from Chest and non-Chest sources available to them. No additional budget is provided. In all cases, institutions should ensure that sufficient funding is identified to support nominations for awards under this scheme. Queries concerned with funding should be raised with the relevant Finance Manager in the first instance.

It is expected that up to approximately 20% of eligible staff might be expected to be nominated or nominate themselves for an award in each scheme year. Line managers should consider this expectation when reviewing their team members, and nominating employees for awards.

The costing of all proposals made to the Vice-Chancellor's Advisory Committee must include on-costs. For Contribution Increments, the relevant calculation will be the difference between total basic salary plus on-costs at the proposed new grade point, compared to those of the current grade point as at 1 October 2023, adjusted for part-time workers (but with no adjustment for atypical pension/NI arrangements). For Single Contribution Payments, this will be 3% of the current base salary as at 1 October 2023, plus an assumed 10% for National Insurance costs.

[Grades and salary points, including on-costs](#), can be viewed online.



Guiding Principles

Assessment of contribution made should be clearly related to University, School or Faculty/Department objectives and should recognise achievements and reward behaviours and activities likely to contribute to the future success of the University.

Judgements should be based on objective evidence, and if appropriate, recognise teamwork.

Details of the general principles, including Natural Justice, Fairness and Declaration of Interest, Equal Opportunity, Disability and Allowance for Special Circumstances, and Confidentiality and the General Data Protection Regulations (GDPR) can be found in the Appendix.

Natural Justice

'Natural Justice' is defined as 'due process of law' or the 'requirements of procedural fairness'. There are two principles:

- no person may be a judge of their own cause; and
- the person must have the opportunity to be 'heard' fairly

Accordingly, all persons involved in the procedure and in the consideration of proposals should be fully conversant with the guidance contained in this document. They should undertake their roles in a manner which is scrupulously fair in relation to proposals that have been submitted, whether or not the guidance makes explicit provision for all circumstances.

Fairness and Declaration of Interest

If any person involved in the preparation, presentation of documentation, or in the consideration of proposals has a personal interest that may affect the impartial consideration of proposals, or be perceived by others to do so, they should declare this to the person with overseeing that part of the process. If that is the person who has declared an interest, they should be prepared to withdraw from the relevant section of the proceedings, handing over responsibility to another person for that item of business.

With regard to Committees, all members should be aware that:

- a systematic approach in forming a view of a proposal is desirable;
- the process of evaluation is a collective activity and all decisions should be arrived at collectively. (If a member is unable to be present, they may provide a written statement of their view but such written views should be accorded less weight than those expressed in open discussion since written statements provided in absence cannot be challenged in committee); and
- if all members agree immediately on the same overall assessment, this can be accepted without discussion. Differences in individual members' evaluations should be discussed and a consensus reached. Detailed discussion will in most cases lead to collective agreement on the assessment.

Equal Opportunity

The University's statement of policy is as follows:

The University of Cambridge is committed in its pursuit of academic excellence to equality of opportunity and to a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity.

The University is therefore committed to a policy and practice which require that, for students, admission to the University and progression within undergraduate and graduate studies will be determined only by personal merit and by performance. For staff, entry into employment with the University and progression within employment will be determined only by personal merit and by the application of criteria which are related to the duties and conditions of each particular post and the needs of the institution concerned.

Subject to statutory provisions no applicant for admission as a student, or for a staff appointment, or student, or member of staff, will be treated less favourably than another on the grounds of sex, gender reassignment, marital or parental status, race, ethnic or national origin, colour, disability, sexual orientation, religion, or age. For students, ability to meet the requirements of the selection criteria for competitive admission and for staff, ability to perform the job, will be the primary consideration.

If any person admitted as a student or appointed as an employee considers that they are suffering from unequal treatment on any of the above grounds in their admission, appointment, or progression through the University, they may make a complaint, which will be dealt with through the agreed procedures for complaints or

grievances or the procedures for dealing with bullying and harassment, as appropriate.

The University will take active steps to promote good practice. In particular it will:

- promote equality of opportunity;
- promote good relations between people of different racial groups, between women and men, and between disabled and non-disabled people;
- have due regard to the need to eliminate discrimination on grounds of race, sex, disability, and all other grounds set out in the statement on equal opportunities;
- subject its policies to continuous assessment in order to examine how they affect all under-represented groups, especially ethnic minority students and staff, women, and disabled students and staff, and to identify whether its policies help to achieve equality of opportunity for all these groups, or whether they have an adverse impact;
- monitor the recruitment and progress of all students and staff, paying particular attention to the recruitment and progress of ethnic minority students and staff, women, and disabled students and staff;
- promote an inclusive culture, good practice in teaching, learning, and assessment, and good management practice, through the development of codes of best practice, policies, and training;
- take positive action wherever possible to support this policy and its aims; and
- publish this policy widely amongst staff and students, together with policy assessments and results of monitoring

The University will meet all statutory obligations under relevant legislation and, where appropriate, anticipate future legal requirements.

Disability and Allowance for Special Circumstances

Consideration should be given to any special circumstances which may have resulted in a lack of opportunity for any applicant or group of applicants to perform to their full potential, e.g. disability and time away from work because of family responsibilities for bringing up children or caring for relatives or for illness. Initially, the case put forward should be assessed objectively and on the same basis as other applicants before considering whether it would be appropriate to make an allowance. Those making the decision must record whether or not an allowance was made and the reasons behind that decision, as well as indicating the exact nature of any allowance made. Further advice should be sought from the relevant Lead HR Business Partner.

In the case of a member of staff who is known to have a disability, account should be taken of:

- the nature of their disability;
- how they believe it has constrained performance; and
- if appropriate, the effectiveness of any adjustments to their workplace or employment arrangements in overcoming these problems.

Full details of the [University's Disability and Employment policy](#) can be found on the web.

Confidentiality and the General Data Protection Regulation (GDPR)

Members of the Committee and University staff involved in the procedure should note that the process of consideration is confidential and that certain documentation in the guidance may not be disclosed to applicants or other persons who are not members of Committee or otherwise appropriately involved in the process.

The University's policy in relation to the General Data Protection Regulation (GDPR) is to respect confidentiality of information provided by referees in so far as this is compatible with the requirements of the Regulation and other relevant legislation.

