

# Contribution Reward Scheme 2021: Guidance for Line Managers

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The University of Cambridge normally operates an annual Contribution Reward Scheme for Academic-Related and Assistant staff in grades 1 to 11. However, as a result of the COVID-19 pandemic and its impact on the University's financial situation, the 2021 scheme is only available to Assistant staff in grades 1 to 5. In addition, eligible employees will only be able to apply for Single Contribution Payments, and not for Contribution Increments. For this exercise, awards will be made to recognise either a) an individual's personal contribution<sup>1</sup>, in respect of a specific task or project, or b) an individual's personal contribution over and above what would normally be expected in the role, particularly in relation to the challenges we have faced due to COVID-19.

This document aims to provide guidance to line managers, who have received applications for CRS from eligible employees in their team, as well as line managers who wish to submit an application on behalf of a member of their team. The guidance provides examples of the kinds of contribution that may warrant an award, and explains how to complete the line manager section of the application form.

It should be noted that the criteria are intended to provide Awarding Authorities with flexibility when assessing applications, so discretion can be applied, based on the objectives of and differences between the institutions within the University, as well as the differing expectations of those on different grades. This guidance is designed to help line managers consider and reflect on the performance and contribution of those in their teams, in order to most effectively assess their applications, and add appropriate comments.

An overview of the scheme, including relevant documentation, can be found [here](#).

## 1. Single Contribution Payments

As referred to in the [overview](#), this is the award of a one-off payment, awarded in recognition of either a) an individual's personal contribution<sup>2</sup>, in respect of a specific task or project, or b) an individual's personal contribution over and above what would normally be expected in the role, particularly in relation to the challenges we have faced due to COVID-19.

This year, awards can be made on an individual basis only, paid at 3% of base salary. Awards are calculated using base salary (pro-rated for part time staff) as at 1 January, and are payable in the March payroll.

This year, team awards which are ordinarily paid at 2% of base salary will not be available. Nominations for teams that have performed exceptionally well can still be made, but each eligible member of the team must be nominated individually.

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<sup>1</sup> Awards will not be made on a team basis for this exercise as this may disadvantage any team member who is at Grade 6 or above and who would therefore not be eligible to receive an award

## 1.1 Eligibility criteria

To be eligible to apply for Single Contribution Payments employees must:

- be Assistant staff in grades 1–5 (at any salary point associated with their grade);
- have been in their current role and grade for at least 3 months prior to 1 January 2021\*;
- be employed at the point the Single Contribution Payment is paid (i.e. employees who have left the University, or are due to leave the University prior to March payday, are no longer eligible to receive an award)

Please note, if any applicants do not meet any of these criteria, they will not receive an award under this scheme.

Any eligible staff who may have been furloughed during 2020 are still eligible to apply for the scheme.

\*If an individual is successful in their application for an award based on contribution in their role and grade, but they have subsequently changed role or grade, the award will be calculated using the salary of the role and grade on which the application was based.

## 1.2 What warrants a Single Contribution Payment under CRS?

Some examples of what might justify additional increments may include, but are not limited to:

- Completing a major task or project to an excellent standard, perhaps coupled with resultant savings in resources.
- Successfully organising or helping to organise a one off event, demonstrating commitment, flexibility and adaptability to ensure a smooth running on the day
- Successfully tackling an unplanned or unexpected task, crisis/emergency, or incident involving complexity.
- Suggestion or design of an innovative approach, solution or idea for the improvement to a working practice or process within the School/Faculty/Department/Division. This may have led to greater efficiencies, improved quality, cost savings etc., which contributed to the achievement of School/Faculty/Department/Division objectives.
- Achieving a particularly challenging goal or objective, e.g. overcoming a significant obstacle to ensure a deadline is met
- Demonstrating fantastic team working, by working together effectively to deliver a large, complex project

Alternatively, awards may be given in recognition of an individual's outstanding contribution over and above the normal expectation for the role, particularly in relation to the challenges we have faced due to COVID-19.

## 2. Considering an application form received from a member of your team

Line managers are required to review CRS applications from those in their area, in order to indicate whether or not they support the application. You should carefully consider all CRS applications you receive from individuals in your team, reflecting on the individual's overall performance and contribution over the past 12 months. It may be useful to consider any notes or forms from Staff Review and Development meetings or informal meetings.

You should use the Single Contribution Payment [cost calculator](#) to record each application you receive. The cost calculator is important to use, as it will provide some of the information required on the application form, such as the total cost of the proposal. Once you have reviewed all the applications, please ensure you submit the cost calculators along with the application forms to your Head of Institution, for their review.

When reviewing an application form, you should consider the following, alongside the criteria and examples referred to above:

- How has the individual's contribution affected the School/Faculty/Department/Division over the past 12 months? Have they been involved in any large or complex projects or changes, where their contribution has impacted on the success of said project/change?
- Have there been any staff changes which have affected the individual's role? Have they taken on any additional responsibilities (within their grade)?
- Have you received any positive feedback about the individual from others in the team, or elsewhere?
- Has the individual consistently demonstrated their commitment to excellent customer service?

It is likely you will receive multiple applications from individuals in your team, meaning there are other things to consider, such as:

- How does the contribution of one individual compare to others? Are there any individuals who stand out above the rest in terms of their impact on the School/Faculty/Department/Division?
- How long have each of the applicants been on their current spine point (this information can be found in the eligibility files sent to Institutions)? It may be appropriate to prioritise applications from those who have been on the same spine point for longer, in order to reward their contribution and service.

Once you have considered the above, complete Part 2 of the application form, confirming whether or not you support the application, and the reasons for this. The reasons must be based on the proposal, and its suitability based on the scheme criteria.

It is important to ensure that the criteria for assessing contribution are applied fairly and consistently.

### **3. Completing an application form on behalf of a member of your team**

It is recognised that some individuals may not submit an application on their own behalf. You are therefore encouraged to actively review and consider the contribution and performance of your team members each year. The examples and considerations detailed above can be used to identify individuals who may be deserving of an award.

If an individual has not submitted their own application, you can complete the application on their behalf. In these instances, Part 1 of the form does not need to be completed. You can instead complete Part 2, detailing the reasons you are putting the individual forward for an award.

### **4. Submitting the application(s) to the Head of Institution**

Once you have completed Part 2 of the application form, you need to submit all application forms, including those you are supporting and those you are not, along with the completed [cost calculator sheets](#), to your Head of Institution. The launch communication will have included the details of where to send the applications, and the deadline by which to do so.