

# Contribution Reward Scheme 2021

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The following pages detail the scheme for 2020/21.

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## 1. Introduction

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, 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.

Details about eligibility, what warrants an award and the procedure for applying can be found in Section 2 below.

There are other reward mechanisms in addition to the Contribution Reward Scheme. The most appropriate should be considered in each case (for example, if there has been a change to the employee's responsibilities or role that may justify pay at a higher grade). Please speak to the appropriate HR School team to discuss further.

## 2. Single Contribution Payments

This is the award of a one-off payment. Awards can be made on an individual basis, 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.

### 2.1. Eligibility

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

- be Assistant staff in Grades 1–5 (at any point in their grade, including the top contribution point); and
- have been in their current role and grade for at least 3 months prior to 1 January 2021<sup>1</sup>; and
- 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.

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<sup>1</sup> 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

## 2.2. What warrants a Single Contribution Payment under CRS 2021?

An employee's contribution will either be with respect to a one-off task or project on an individual basis, such as:

- Completing a significant 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 smooth running before and on the day
- Successfully managing a complex and unplanned or unexpected task, emergency or incident.
- Suggestion and design of an innovative approach, solution or idea for the improvement to a working practice or process within their Institution. This may have led to greater efficiencies, improved quality, cost savings etc., and contributed to Institutional objectives.
- Achieving a particularly challenging goal or objective, e.g. overcoming a significant obstacle to ensure a deadline is met.

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.

It should be noted that Single Contribution Payments are not to be used to reward temporary acting-up to a higher grade, which should be recompensed through an [Additional Responsibility Payment](#).

## 2.3. Procedure

All cases must be made using form [PD30b \(for the proposal of Single Contribution Payments\)](#).

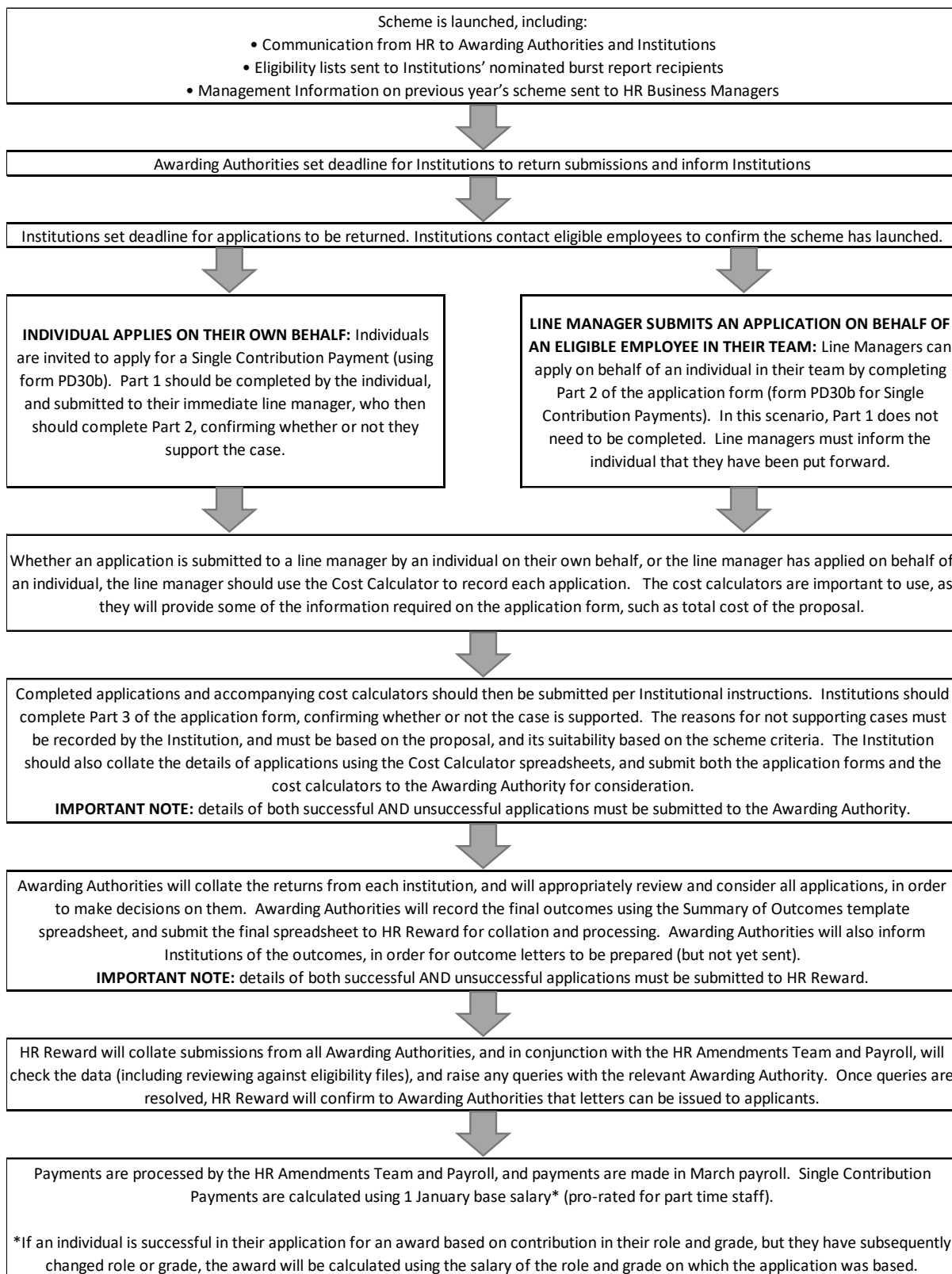
- Part 1 should be completed by the staff member who should put forward their own case for consideration.
- Part 2 should be completed by the immediate manager (in some cases this will be the Head of Institution) who must confirm whether or not they support the case.

Please note that there is no need for Part 1 to be completed if the line manager is putting the member of staff forward for consideration. If this is the case, the line manager must inform the individual that a proposal has been put forward on their behalf.

The form should be submitted in accordance with the timetable set by the institution, which will be communicated at the start of the exercise.

### 3. Procedural Flowchart

The below flowchart provides an overview of the CRS process. More detailed guidance for employees and line managers can be found on the [CRS webpages](#).



### 3.1. Awarding Authorities

Awarding Authorities are convened by the Secretaries of Councils of the Schools, or the Registry, in the case of Council institutions, including the Unified Administrative Service or the Academic Secretary in the case of Other Non-School General Board Institutions. The Awarding Authorities are:

- Institute of Continuing Education
- University of Cambridge Development and Alumni Relations
- Non-School Council Institutions
- Non-School General Board Institutions
  - Fitzwilliam Museum
  - Hamilton Kerr
  - Kettles Yard
  - HRH Prince Alwaleed Bin Talal Centre of Islamic Studies
- School of Arts and Humanities
- School of Biological Sciences
- School of Clinical Medicine
- School of Technology
- School of the Humanities and Social Sciences
- School of the Physical Sciences
- UAS
- University Information Service
- University Library and associated Libraries:
  - Squire Law Library
  - Medical Library Addenbrookes
  - Betty and Gordon Moore Library
  - Central Science Library
  - Centre for Applied Research in Educational Technologies
  - Faculty of Architecture and History of Art Library
  - Marshall Library of Economics
  - Radzinowicz Library
  - Seeley Historical Library
  - Social and Political Science Library

## 4. Timetable

Awarding Authorities are asked to note the timetable below which will enable successful awards to be implemented in March 2021.

Date	Action
30 September 2020	<b>HR Reward launch</b> CRS 2021 for Assistant staff in grades 1 to 5
1 October 2020	<b>HR</b> distributes listings of staff eligible for the Contribution Reward Scheme via burst reports to nominated burst report recipients. <b>HR Reward</b> distributes Management Information to HR Business Managers for cascade as appropriate.
As soon as possible	<b>Awarding Authorities</b> inform institutions of the deadline to submit applications for consideration.
As soon as possible	<b>Institutions</b> circulate details of the Contribution Reward scheme to staff confirming the deadline for applications to be submitted.
By deadline set by Institution	<b>Individuals</b> submit cases by completing Part 1 of the PD30b (for Single Contribution Payments) form. <b>Line managers</b> review applications and complete Part 2 of the PD30b (for Single Contribution Payments) form, and submit it per the Institutional instructions.
By deadline set by Awarding Authority	<b>Institutions</b> review applications and complete Part 3 of the PD30b (for Single Contribution Payments) form, and submit it per the Awarding Authority instructions.
By 5 February 2021	<b>Awarding Authorities</b> agree outcomes, confirm them to Heads of Institution. Awarding Authorities complete the summary of outcomes pro-forma and submit to <a href="mailto:ContributionRewardScheme@admin.cam.ac.uk">ContributionRewardScheme@admin.cam.ac.uk</a>
By 19 February 2021	<b>HR Reward</b> will review the submissions, and raise any queries as appropriate.
By 19 March 2021	<b>Institutions</b> write to staff with the outcome of their Contribution Reward Scheme applications.
March 2021 Payroll	<b>HR</b> implements awards.

## 5. Financial matters

- a) **Single Contribution Payments** are ordinarily fully funded by Institutions. However, for the 2021 scheme, the Council and General Board have set a central budget to be used for Single Contribution Payments (whether Chest or non-Chest). Each Awarding Authority is allocated a share of the budget in direct proportion to the salary cost of eligible Assistant staff in Grades 1 to 5 within their remit. A budget of £340,000 including on-costs has been allocated for the 2021 scheme.
- b) The costing of all proposals must include on-costs. For Single Contribution Payments, this will be 3% of the current base salary as at 1 January 2021, plus an assumed 10% for National insurance costs.
- c) [Grades and salary points, including on-costs](#), can be viewed online. For consistency, [Cost Calculator](#) spreadsheets must be used to calculate the costs of proposals.

## 6. Procedure for Institutions and Awarding Authorities

As soon as the scheme is launched, Heads of Institutions shall arrange for all members of staff to be informed that:

1. The scheme has been launched and how the guidance can be accessed (see [reference documents](#)).
2. A general review is underway in the Institution of those eligible to be considered.
3. Individuals may request to be considered for a Single Contribution Payment.

Reports listing staff eligible for consideration for Single Contribution Payments will be electronically sent to the nominated report recipient for Institutions via the secure 'burst reports' mechanism. The process is described in the letter launching the exercise.

- d)** All cases must be made using form [PD30b for the proposal of Single Contribution Payments](#). Part 1 should be completed by the staff member who should put forward their own case for consideration. Part 2 should be completed by the immediate manager (in some cases this will be the Head of Institution) who must confirm whether or not they support the case. Please note that there is no need for Part 1 to be completed if the line manager is putting the member of staff forward for consideration. If this is the case the individual must be informed that a proposal has been put forward on their behalf.
- e)** This Scheme is designed to recognise excellent contribution, i.e. contribution and achievement that is much greater than would be expected considering an individual's grade, role and objectives. Meeting the eligibility criteria means that an Institution is able to apply for a Contribution Reward in respect of a staff member. The recommendation/application should then outline the case for a Contribution Reward. It is not sufficient to state that the eligibility criteria have been met. The Awarding Authorities will expect to see a rationale which explains why an achievement or contribution is considered exceptional in accordance with the guiding criteria.
- f)** The Head of Institution is responsible for indicating whether they support the application and must forward all cases (both supported and unsupported) to the Awarding Authority. The reasons for not supporting cases must be recorded by the Institution concerned. They must be based on the proposal, and its suitability based on the scheme criteria.
- g)** Awarding Authorities are responsible for assessing proposals for the award of contribution rewards based on the documentation provided. Where the number of successful applications exceeds the budget allocation, Awarding Authorities will place the proposals in rank order in relation to the criteria and in comparison with other proposals submitted in the same exercise in order to determine which applicants will be successful.
- h)** Secretaries of Awarding Authorities will write to Heads of Institutions advising them of the decisions of the Awarding Authority. If the Awarding Authority considers that the proposal should be successful, but it was unsupported by the institution this should be discussed before the final outcome is confirmed. The correspondence should also include reasons where a reward has not been given.
- i)** Secretaries of Awarding Authorities should submit to [ContributionRewardScheme@admin.cam.ac.uk](mailto:ContributionRewardScheme@admin.cam.ac.uk) details of rewards made using the summary of outcomes proforma (see [reference documents](#)). This should include all of the applications considered, awarded and not awarded by the Awarding Authority. The Reward Team will review the submissions, and raise any queries with the Secretaries of Awarding Authorities.
- j)** Once all queries have been resolved, Heads of Institutions should arrange for staff to be informed in writing of the outcome using model letters (see [reference documents](#)). Copies of letters to staff awarded contribution rewards should be sent to the relevant [HR Business Manager](#).

- k) Heads of Institution are encouraged to provide feedback to individual staff members on their application. The feedback from the Head of Institution should help staff gain a clear sense of what factors were relevant to the outcome.
- l) Human Resources will:
1. Implement the awards in March 2021.
  2. Compile data on gender and employment category and provide an annual report to the Resource Management Committee.

## 7. Reference documents

Template letters:

- [Notification of launch of the scheme](#)
- [Notification of award of a Single Contribution Payment](#)
- [Notification of unsuccessful proposal for Single Contribution Payment](#)

Templates and guidance notes:

- [Summary of outcomes](#)
- [Form PD/30 Proposal for Contribution Reward\(s\)](#)
- [Cost Calculator](#)
- [Cost Calculator Guidance: Single Contribution Payments](#)
- [Using the Cost Calculator to complete the Summary of Outcomes proforma: Guidance for Awarding Authorities](#)

## 8. 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.

Managers should ensure that they periodically review the contributions of all of their staff, in order to bring forward for consideration all cases that meet the criteria. The Staff Review and Development Scheme, whilst remaining a separate and independent mechanism for appraisal, could be used for this purpose.

Criteria for assessing contribution must be applied fairly and consistently.

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](#).

### 8.1. Procedural Adjustments and Interpretation of Guidance

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