# 2021 Staff Bonus Scheme Guidelines

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1. Purpose

The 2021 staff bonus scheme is intended to recognise and reward exceptional contributions made by staff during 2020, in line with the Values (Inclusive, Proud, Ambitious, Collegial and Ethical). The scheme is designed to be rigorous, fair, transparent and objective. Bonus payments will be made on a one-off non-consolidated basis.

There are 2 levels of bonus award available in the scheme:

- A team award (i.e. a bonus payment for each team member for a shared contribution);
- An individual bonus award.

There will be only one level of team bonus and one level of individual bonus. Additional pay increments will not be available through this scheme.

2. Eligibility

All Queen Mary employees in Grades 1-7 are eligible to be considered for a bonus award, provided they have no unexpired formal warnings on their file for either conduct or capability.

3. Criteria for Awards

For a bonus application to be successful, it must demonstrate that the contribution meets the following criteria:

- Evidence of how the contribution is in line with the Values: Inclusive, Proud, Ambitious, Collegial and Ethical. Please click on this link for further details on the Values in action.

- Evidence of what the contribution has delivered against at least one of the following criteria:
  - Development and delivery of innovative or creative new solutions
  - Exceptional personal responsibility either as an individual or by a team as an example of good citizenship
  - Delivery of work activity or initiative that is beyond the usual scope of the role or their area of responsibility

- Evidence of the impact of what has been delivered, in line with one or more of the following measures:
  - Legacy of initiative or contribution or cross-functional collaboration will be greater than one year
  - Demonstrable reduction in wastage or efficiency gains
  - Number of staff or students supported or benefiting from the activity
  - Financial savings or income generation
  - Risk mitigation accomplished
  - Scale and significance of activity is beyond usual area of responsibility
  - Duration of contribution e.g. 3+ months
  - Extent/scale of cross-organisational/team working with other parts of the organisation
  - Long-term upskilling of team that has an impact on future ways of working/projects
4. Application Process

Application forms are available on the HR website at: http://hr.qmul.ac.uk/workqm/paygradingrewards/reward/sbs/

Managers/Heads/Directors can nominate staff, or staff may nominate themselves for a bonus award.

All applications will be considered provided that the relevant forms are:
- Completed in full and according to the guidelines, and
- Submitted by the published deadlines.

A bonus application for a member of staff can only be made either as an individual or as part of a team – not both.

If you are intending to self-nominate, you are strongly encouraged to first discuss your application with your line manager. If your line manager does not support your application, they will explain the reasons for this decision.

Where an individual or team is nominated by their Manager/Head/Director, the collation of evidence and/or completion of relevant sections of the form may be delegated to the individual/team.

All nominations must be made via the individual’s own substantive Department, School or Institute. A Department/School/Institute should not directly nominate individuals from other areas; this should be done in consultation with the substantive employing area who would submit a nomination.

Only supported applications will be considered by the relevant Panel. A bonus application must be supported by both your line manager and your Head of Department/School/Institute (or for faculty professional and technical staff, your line manager and School/Institute Manager) for your application to be considered.

Applications for those who are in the professional services or technical career families within an academic School or Institute must also be counter-signed by the Faculty Operating Officer (in H&SS and S&E) or the SMD Chief Operating Officer.

For bonus applications for senior faculty professional services staff such as School Managers, a Head of School may be invited to feed into the statements submitted by the Faculty Operating Officer (in H&SS and S&E) or the SMD Chief Operating Officer.

The individual’s application must be signed by the line manager with a statement outlining whether the application is supported or not, including the reasons why. If the application is not supported by the line manager, the reasons must be explained to the individual/team in a face-to-face meeting. The faculty/departmental HR Partner or Strategic HR Partner will be able to provide guidance and support to line managers in conducting these meetings.

In order for us to monitor and further develop our bonus scheme, including our commitment to equality, diversity and inclusion, please would the Faculty COO/FOOs and the Heads of Departments/Schools/Institutes send all applications, whether supported or not, to the Reward & Benefits team (rewardandbenefits@qmul.ac.uk) by 17 March 2021.
5. Panels

Once the closing date for applications has passed all applications will be reviewed and considered by the relevant panel for a bonus, as outlined below. Each Panel’s decisions will only be made on the basis of the evidence provided in the application.

In each of the academic faculties, a Faculty Panel will be chaired by the Faculty Vice-Principal and would normally include:
- Faculty Dean(s)
- Faculty Lead for Equality, Diversity and Inclusion

Heads of School / Directors of Institute (or a representative) will be invited to present the applications from their School / Institute to the panel.

In Professional Services, each Panel will chaired by the relevant SET member (Chief Operations Officer, Chief Financial Officer, or Chief Governance Officer & University Secretary) and be made up of:
- Human Resources Director
- Head of Equality, Diversity and Inclusion
- Head of EAF Directorate Support (as a representative for Equality, Diversity and Inclusion within Professional Services)

The Chief Operations Officer Panel’s remit will include applications for faculty professional and administrative staff (excluding those directly involved in student learning). Directors/Heads of Department/Faculty Operating Officers will be invited to present the applications from their own Department/Faculty to the panel.

After the Faculty and Professional Services Panels have met, there will be an overall Calibration Panel, to conduct an overall review of all decisions and an Equalities Impact Assessment. The Chairs of the Faculty/Professional Services Panels (or a Panel member) will be invited to summarise the decision-making process/outcomes for their particular panel.

The Chairs of all panels will ensure:
- all applications are given due consideration;
- confidentiality is maintained;
- integrity in the decision-making process by following due process;
- the Panel’s decisions regarding whether bonuses meet the criteria are based on the evidence provided, and are consistent, fair and transparent.

The Reward & Benefits Manager will attend Panel meetings to provide advice and to help ensure a consistency of approach. The Reward & Benefits Administrator will attend Panel meetings to record the decisions.

6. Notification of decisions

The Reward and Benefits team will prepare and issue letters notifying the decisions from the Panels. Line managers will be advised of the outcome and rationale, and should provide verbal feedback to both successful and unsuccessful applicants.
7. Appeals

An applicant not awarded a bonus or increment who is dissatisfied following feedback has a right of appeal only on the grounds of a defect in procedure. Those awarded a bonus or increment have no right of appeal.

An appeal must be submitted in writing, setting out the grounds for appeal, and sent to the Human Resources Director within 14 days of the receipt of the written outcome.

If the Human Resources Director decides there may be grounds for appeal, an Appeal Panel will be set up consisting:

- A Panel Chair from another Panel than the one in which the original decision was made
- A Panel member from another Panel than the one in which the original decision was made i.e. is a different Professional Department/School/Institute from the appellant’s
- An HR Partner or Strategic HR Partner
- A member of the Reward & Benefits team (to act as secretary).

Members of the Appeal Panel will not be from the same Department/School/Institute as the appellant, nor have been previously involved in the case. The appellant may be accompanied by a trade union representative or workplace colleague to help them present their case.

The Appeal Panel will have access to all material that was made available to the original Panel and can receive submissions from the appellant regarding alleged procedural defect if they choose to do so. The Appeal Panel may call on any others it deems relevant, in which case the appellant shall be informed.

The Appeal Panel shall make one of the following decisions:

- To dismiss the appeal as there are no grounds for claiming a defect in procedure;
- To uphold the appeal on the grounds that there was a defect in procedure. In this case the application will be reconsidered by a Panel consisting of:
  - the membership from another Faculty/Professional Services Panel not involved in the original decision
  - and the Human Resources Director.

The decision of the Appeal Panel is final and will be communicated to the appellant within 5 working days of the panel.
8. Timetable

LAUNCH
16 February 2021

Individual / Team self-nominates or is nominated by line manager

Application form is reviewed/completed by the line manager and submitted to the Head of Department/School/Institute or School Manager by Friday 5 March 2021

Head of Department/School/Institute or School Manager completes supporting statement (if applicable)

Completed application form is submitted to HR by 17 March 2021

HR prepares paperwork for panels
March 2021

Panel meetings are held by end-April 2021

Outcomes are communicated to applicants by HR and payments are processed in May Payroll letters by Friday 14 May 2021
9. Frequently Asked Questions

Why does the scheme exist?

Queen Mary wants to thank and reward those who have significantly exceeded expectations in the contributions they have made to Queen Mary during 2020, reflecting the unique circumstances of Covid19, national lockdowns and Covid response.

Who can apply?

The scheme is open to all Queen Mary employees in grades 1-7 regardless of their length of time in post, provided they have no unexpired formal warnings on their file for either conduct or capability.

How do I apply?

You can download an application form from the HR website. You should discuss your application with your line manager, and gain their sign-off before emailing it to your Head of Dept./School/Institute by 5 March.

How many applications am I able to submit?

Individuals can only submit one application – either one individual application or one team application but not both.

When do I need to apply by?

Applications need to be fully completed, reviewed/agreed by the line manager and sent to the Head of School, Institute Director or Head of Department by 5 March.

Who makes the decisions?

Decisions on supported applications will be made at the relevant Panel meeting. Where there is not a consensus amongst the Panel, the Chair of the Panel will make the final decision. After the Faculty and Professional Services Panels have met, there will be an overall Calibration Panel, to conduct an overall review of all decisions and an Equalities Impact Assessment.

How and when will bonuses be paid?

Successful applicants will receive an award in the form of a one-off bonus payment. Payment is due to be made in May 2021 payroll.

What constitutes exceptional performance and how do I evidence it?

Exceptional performance must be evidenced against the criteria: development and delivery of innovative or creative new solutions; exceptional personal responsibility either as an individual or by a team as an example of good citizenship; or delivery of work activity or initiative that is beyond the usual scope of the role or their area of responsibility. The application should also include how the contribution has been delivered in line with Values, not just what has been delivered. Please click on this link for further details on the Values in action.
What evidence can be provided?

You do not need to provide appraisal documentation but you can provide paragraphs from it. You can submit evidence of meetings, compliments from customers in the form of letters or emails and other types of evidence to support your application. Please provide the evidence with the application form.

You cannot provide more than 4 pieces of evidence so you may need to give priority to those you consider to be your strongest areas of contribution/achievements. Please limit each piece of evidence to 2 pages.

How much bonus will I get?

There will be one level of bonus for those successful for a team bonus award and one level of individual bonus award. The exact bonus payment amounts will be determined once all bonus applications have been considered by the Panels using the criteria.

I am a line manager – what is my role in the process?

Your role is to build awareness of the Bonus Scheme within your team (e.g. via team meetings, one-to-ones, appraisal conversations etc.) and to decide whether you wish to nominate any individuals and/or teams. Please be prepared to help individuals with their applications and confirm that the evidence provided is a true reflection of events i.e. factually correct.

Sign-off and forward all applications from your staff, whether supported or not, to your Head/Director/School Manager by 5 March. Provide feedback where you consider that they do not meet the criteria. Where you have nominated individuals, complete the application form (you may wish to delegate the collation of evidence to the individual/team). Ensure that you discuss the application with the individual/team and the Head/Director/School Manager.

After the applications you will be required to feedback decisions to individuals as requested by your Head/Director/School Manager.

I am a Departmental/School/Institute Head – what is my role in the process?

Your role is to facilitate the process from launch date to when applications are submitted to HR. You can do this by cascading the information in your department and communicating the application deadline. You should also ensure all forms, whether supported or not, are checked, fully completed and emailed to the Reward & Benefits team (rewardandbenefits@qmul.ac.uk) by 17 March 2021.