# Staff Bonus Scheme 2019

## Guidelines

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1. Purpose

Queen Mary provides some of the best terms and conditions for staff in the Higher Education sector and expects all staff to perform to the very best of their abilities.

The Staff Bonus Scheme is intended to incentivise and reward exceptional performance and delivery which supports the 2030 Strategy and models the University behaviours and values (Inclusive, Proud, Ambitious, Collegial and Ethical). The Scheme is designed to be rigorous, fair, transparent and objective. It rewards an individual’s or team member’s contribution in their current role and is not intended to be a substitute for re-grading or promotion. A re-grading would only take place where the role requirements and accountabilities have substantially and materially changed, resulting in a new evaluated grade applying to all role holders.

The following categories of awards are available within the Scheme:
• one-off non-consolidated bonus for a team (up to £500 for each team member);
• one-off non-consolidated bonus for an individual (awards of £750, £1,500 or £2,000 according to the level of contribution made);
• pay increment(s) for an individual.

Awards usually take the form of one-off non-consolidated bonus payments. Accelerated increments and increments into the contribution zone may be provided where there is evidence of outstanding performance and delivery which has been sustained over a number of years and is likely to continue in future.

2. Eligibility

You are eligible to make an application if you meet all the following criteria:
• you are on the Queen Mary Pay & Grading Structure (Grades 1–7), or are a clinical lecturer or researcher who does not have access to the clinical reward scheme; and
• you have completed at least one year’s continuous service with Queen Mary by 31 August 2019; and
• you have completed your 2019 appraisal, or received your final probation review (or for those on three-year probationary periods, the most recent probation review).

Professorial and Professional Services Grade 8 staff are not eligible, because they are not paid on the Queen Mary Pay & Grading Structure.

3. Criteria for Awards

Team Bonus

This category is to reward teams that have worked flexibly and collaboratively across organisational boundaries to solve a significant problem, to remove a significant barrier or to enable one of the University’s strategic objectives. The value of the award is a one-off non-consolidated bonus of up to £500 for each team member.
Applications for a team bonus will be considered in reference to all the following criteria:

- how the team has modelled the University behaviours and values; and
- evidence of exceptional performance and delivery by the team in terms of cost, timeframe and/or student/staff engagement; and
- how the team has brought people and resources together from across organisational boundaries to support a significant initiative of wider benefit.

Individual Bonus

This category is to recognise individuals who have exceeded the expectations for their role through their performance and delivery and/or by enabling and taking on greater responsibility for significant initiatives. Successful applicants will also have modelled the University behaviours and values. There are three levels of award (£750, £1,500 and £2,000), the higher amounts being appropriate for individuals who have delivered initiatives of wider benefit and who have demonstrated greater leadership in relation to the University behaviours and values.

Applications for a one-off non-consolidated individual bonus payment award of £750 will be considered in reference to either of the following criteria:

- what the individual has done to exceed most of the key objectives for the role in the last appraisal period in terms of quality, student/staff engagement, efficiency and pace, while modelling the University behaviours and values; or
- how the individual has enabled the delivery of a significant initiative which is over and above their existing objectives and beyond the usual expectations of their role, while modelling the University behaviours and values.

Applications for a one-off non-consolidated individual bonus payment award of £1,500 will be considered in reference to either of the following criteria:

- what the individual has done to exceed all (or significantly exceeded most) of the key objectives for the role in the last appraisal period in terms of quality, student/staff engagement, efficiency and pace, while modelling the University behaviours and values; or
- how the individual has taken accountability for the delivery of a significant initiative providing clear cross-department or cross-faculty benefits which is over and above their existing objectives and beyond the usual expectations of their role, while modelling the University behaviours and values.

Applications for a one-off non-consolidated individual bonus payment award of £2,000 will be considered in reference to both of the following criteria:

- what the individual has done to exceed all (or significantly exceeded most) of the key objectives for the role in the last appraisal period in terms of quality, student/staff engagement, efficiency and pace, while modelling the University behaviours and values; and
- how the individual has taken accountability for the delivery of a significant initiative providing clear cross-department or cross-faculty benefits which is over and above their existing objectives and beyond the usual expectations of their role, while modelling and promoting the University behaviours and values.

Pay Increments

This category is to recognise individuals whose outstanding performance and delivery has been sustained over a number of years and is likely to continue in future. Accelerated
increments as well as increments into the contribution zone are considered in reference to all the following criteria:

- what knowledge, skills and experience the individual has attained and utilises which is above the requirements of the role and continuously and evidentially adds value into the role, to an extent that is much greater than the usual expectations of a role holder who is doing their job well; or what the individual has done which has expanded their remit and contribution such that they are performing a broader and more impactful role than is usually expected of a role holder on a sustained, long-term basis without justifying a role re-grade; and

- what greater knowledge, skills and experience the individual utilises in order to continually ‘raise the bar’ and to exceed their performance objectives; and

- what the individual has done to outperform most of the key objectives for the role over a sustained and long-term basis in terms of quality, student/staff engagement, efficiency and pace; and

- how the individual displays competencies and behaviours above the normal level expected of the role on a sustained basis, together with their substantial and significant expertise and experience; and

- how the individual is recognised as an expert in their role and is a role model, coach and mentor to their peers; and

- how the individual clearly role models and promotes the University behaviours and values.

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 can nominate themselves for a bonus.

Applications will be considered from those who meet the eligibility criteria, provided that:

- the relevant forms are completed in full and according to the guidelines, and

- they are submitted by the published deadlines.

You can only submit one application 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 School/Dept./Institute. A School/Dept./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.
Your application must be supported by both your Line Manager and your Head/Director (or for faculty professional services staff, your Line Manager and School/Institute Manager) for your application to be considered. Applications for those who are in the professional services career family within an academic School or Institute must also be counter-signed by the Faculty Operating Officer (in H&SS and S&E) or the Chief Operating Officer (in the SMD).

Exceptionally, for roles such as School Managers, a Head of School may feed into the statements submitted by the FOOs (H&SS, S&E) and COO (SMD).

A successful application will be considered by the relevant Panel to identify that you have made an exceptional contribution over and above the normal expectation of a high performer in your role based on the criteria in section 3.

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 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 scheme, including our commitment to equality, diversity and inclusion, please send all applications, whether supported or not, to Rhiannne Jones, Reward & Benefits Administrator (rhiannne.jones@qmul.ac.uk) by 4 November 2019.

5. Panels

Once the closing date for applications has passed all applications will be reviewed and considered by the relevant panel for a bonus/pay increment, 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. The composition of each panel is determined by the Faculty Vice-Principal in discussion with the Faculty Strategic HR Partner and would normally include:

- Faculty Dean(s)
- Faculty Operating Officer / Chief Operating Officer (SMD)
- Faculty Strategic HR Partner, and
- a representative from another area/faculty to provide an objective/neutral perspective.

Vice Principals will ensure that the Panel make up and process the Panel follows is fair and transparent. 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, the Panel will be made up of:

- Registrar and Secretary (Chair)
- Director of Finance
- Director of Human Resources, and
- a representative from another area/faculty to provide an objective/neutral perspective.

The Professional Services Panel’s remit will include applications for faculty professional and administrative staff (excluding those directly involved in student learning). Heads of
Department/Faculty Operating Officers/COO (SMD) will be invited to present applications from their area/faculty to the 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 and pay increments meet the criteria are based on the evidence provided, and their recommendations on the amount of bonus/pay increment are consistent, fair and transparent.

An EDI representative will be present at each of the Panels to provide guidance and support on equity and fairness.

The Reward and Benefits Manager will attend Panel meetings to provide advice and ensure consistency of approach to awards across the University. The Reward and Benefits Administrator will attend Panel meetings to record the decisions and recommendations.

Any matters arising from a final review and consistency check by the Reward and Benefits team (following the receipt of outcome of all panels) will be raised with the Panel Chairs as a moderation/calibration mechanism.

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 Director of HR within 14 days of the receipt of the written outcome.

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

- A Panel Chair (from another area than the one in which the original decision was made)
- Head of School/Department/Institute Director (from a School/Department/Institute that has not been previously involved in the case and is different from the appellant’s)
- The Reward and Benefits Manager or an HR Partner
- A member of the Reward and Benefits team (to act as secretary).

Members of the Appeal Panel will not be from the same School/Department/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:
  - the Chair from another Faculty/PS Panel not involved in the original decision
  - Head of School/Department/Institute Director
  - and the Director of HR.

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
End September 2019

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

Application form is reviewed by the line manager and submitted to the Head of School / Department / Institute Director by Friday 18 October 2019

Head of School / Department / Institute Director completes supporting statement and recommends bonus or increment

Completed application form is submitted to HR by Monday 4 November 2019

HR prepares paperwork for panels 5-19 November 2019

Panel meetings are held by Friday 29 November 2019

Outcomes are communicated to applicants by HR and payments are processed in December Payroll (effective from 1 December 2019) letters by Thursday 12 December 2019 (pay day 23 December)
9. Frequently Asked Questions

Why does the scheme exist?
Queen Mary wants to offer a competitive reward package to employees in order to support the achievement of Queen Mary objectives and values, and to thank those who have been significantly exceeding in their achievements for Queen Mary.

Who can apply?
Anyone who meets the eligibility criteria i.e. anyone on the Queen Mary Pay & Grading Structure, Grades 1-7 (plus clinical lecturers and researchers who do not have access to the clinical reward scheme), and who have at least one year’s service by 31 August 2019 and who have completed their 2019 appraisal or their final probation review (or most recent probation review for those on 3 year probationary periods).

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 18 October 2019.

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 18 October 2019.

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 members, the Chair of the Panel will make the final decision.

How and when will bonuses be paid?
Successful applicants will usually receive an award in the form of a one-off bonus payment, although there is a provision for accelerated increments where the criteria are met, for example identifiable, consistent exceptional achievement over a number of years.

Payment will be made in December 2019 pay.

What constitutes exceptional performance and how do I evidence it?
Exceptional performance must be evidenced and examples could include delivery of goals that have become more difficult or complex in a challenging environment; sustained activities at a higher level; taking on substantial additional work; provision of services at a significantly higher level than expected; providing results that align with Queen Mary’s strategic direction and values. You should evidence how you delivered the work in line with University Values, not just what you have delivered. You cannot provide more than 4 pieces of evidence so you may need to prioritise those you consider to be your strongest areas/achievements. Please limit each piece of evidence to 2 pages.
What is evidence?
You do not need to provide your appraisal documentation but you can provide paragraphs from it. You can submit spreadsheets/brochures, evidence of meetings, compliments from customers in the form of letters or emails, key performance indicators that you have contributed to Queen Mary’s strategic plan. Please provide the evidence with your application form.

I am an individual/team member – what is my role in the process?
Read the guidance and establish if you are eligible to apply. Think about what you have achieved over the year and make sure you have had the opportunity to complete your appraisal. You can gather evidence to make your case and you should let your manager know of your intention to apply. Complete the application form and ensure this is submitted to your line manager for review and sign-off, in order that it can be submitted by 18 October 2019.

I am a line manager – what is my role in the process?
Your role is to build awareness of the Staff Bonus Scheme within your team(s) (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 18 October 2019. 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 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 for eligibility
- Fully completed
- Emailed to Rhiannone Jones, Reward & Benefits Administrator in Human Resources (rhianne.jones@qmul.ac.uk) by 4 November 2019