



Royal Conservatoire
of Scotland

**REWARD AND
RECOGNITION POLICY**

Updated March 2019

Reward and Recognition Policy

1. Introduction

The Royal Conservatoire of Scotland is committed to providing a fair, transparent and practical approach to recognition and reward.

This policy details the process of awarding contribution increments and additional increments as advised by a Job Evaluation panel evaluation.

This procedure applies to all full-time and pro rata staff up to, and including, grade 10 of the Conservatoire's single pay spine.

2. Purpose

The policy is intended to ensure that any such payments are made in conjunction with the policy and to ensure equity of treatment with regard to recognition and reward or all staff.

3 Principles

The Career Review process will be used to inform the contribution assessment process.

The award of additional increments will be solely as recommended by a Job Evaluation Panel evaluation.

This policy is not designed to encourage staff to work excessive hours, and decisions on the merits of applications will be based on qualitative rather than quantitative assessments.

All staff should be rewarded fairly according to their sustained contribution, including the application of new skills and of expertise developed over time in the job.

The contribution payments will be made only where the outcomes are demonstrably related to the Conservatoire / School / Departmental strategy.

Objective performance standards will be applied fairly and consistently.

Decisions should be demonstrably based on objective evidence and, where appropriate, recognise teamwork.

This procedure should be communicated to staff so that they understand its operation and the part that they and their managers play in it.

4. Eligibility

All staff are eligible to be nominated or to self nominate.

5. Criteria

It is recognised that individual members of the Royal Conservatoire of Scotland staff regularly perform at the level demanded by their role.

Any nomination made under this procedure should, therefore, focus on demonstrating sustained, outstanding achievement or excellence beyond that expected as part of the normal role requirements.

In making a case for nomination, achievements should be placed in the context of the staff member's particular area/discipline/grade and also within specific School/Departmental strategy and/or overall performance standards.

In highlighting specific achievements, clear evidence must be provided.

5.1 Contribution points

To be eligible for the award of a contribution point member of staff must achieve an outcome assessment of achievement at the level of at least the mid-point i.e. they meet all short-term goals, and are making good progress towards all long-term goals.

To be eligible for the award of a contribution point a member of staff must be at the normal maximum of their current salary scale. A contribution point award does not involve payment beyond the contribution point of the appropriate salary scale.

Contribution points are normally effective from 1 August each year.

Where a contribution point is awarded there should be clear demonstration that the individual has increased their contribution to the School or Department and to the Conservatoire's strategy on an ongoing basis. This level of contribution then becomes the normal expectation for that member of staff. Therefore, the same evidence will not attract further recurrent contribution point payments, without review.

The provision of a contribution point will be reviewed on an annual basis.

5.2 Provision of Additional Increments

These may be awarded only where there is a recommendation from the Job Evaluation panel that a staff member has taken on significant additional

responsibility on an ongoing basis, but where the level of that responsibility falls within their current grade. This will be in accordance with the guidelines set out in the attached paper.

It is anticipated that normally one to two increments may be paid. Exceptionally no more than three additional increments may be paid.

The provision of any additional increments will be reviewed on an annual basis.

6. Monitoring

The Director of Human Resources will monitor the outcome of applications for reward-based pay and will review trends and statistics in order to ensure that the criteria against which decisions are taken remain objectively justifiable and lawful in accordance with equal opportunities and discrimination legislation.

The scheme will operate with equality of access across all eligible roles and grades.

The outcomes of the scheme will be monitored through anonymised statistics showing amount of award, School/Department, grade, gender, ethnicity, disability and contract type i.e., full-time or part-time, etc. This information will be produced by the Human Resources Department, analysed by the Consultative Forum and submitted to the Conservatoire Senior Management Team on an annual basis.

A report on this analysis will be included in normal reporting to the Staff Committee of the Board of Governors.

7. Application process and timescales

Heads of Departments wishing to recommend a member of staff in their School / Department for a contribution point should complete the form "Contribution Point Application (Appendix 1).

Staff who wish to self nominate should complete the same form but will need to have the signed agreement of their Head of Department before it will be considered.

Forms should be completed and submitted to the HR Department by 1st July in any one year.

8. Notification of outcome

The Director of Human Resources will meet with the Conservatoire Senior Management Team to consider all applications in July of each year and will

make recommendations to the Conservatoire Senior Management Team for consideration.

Heads of Departments will be informed of the outcome of their submitted application by the HR Department before the end of July.

Feedback to members of staff whose application has not been successful, will be made available.

9. Appeals

There is no right of appeal against the non-award of a contribution increment or additional increments. The decision of the Conservatoire Senior Management Team is final.

Contribution Point Application Form

This form should be used by Heads wishing to recommend a contribution point or for staff who wish to apply for a contribution point.

The form, duly signed, should be completed and returned to the HR Department, by 1st July of each year.

Part 1: To be completed by Staff member

Name of staff member	:
Post	
School / Department	
Name of Manager	
Signature of Manager	
Outcome of Career Review (please delete as appropriate)	
<ol style="list-style-type: none"> 1. Always exceeds all short-term goals and makes excellent progress towards all long-term goals. 2. Consistently meets and sometimes exceeds all short-term goals, and makes good progress towards all long-term goals. 3. Meets all short-term goals, and makes good progress towards all long-term goals. 4. Meets most short-term goals and makes some progress towards all long-term goals. 5. Falls short of the standards required in meeting all short- and long-term goals. 	
<p>Case for Award: Cases should be made succinctly avoiding lengthy descriptions of ongoing responsibilities.</p>	

Part 2: For completion by the Director of Human Resources

Approved by the Conservatoire Senior Management Team YES/NO	
Date of approval	
Date of implementation	
Review date	

Additional Increment Application Form

This form should be used by Heads wishing to recommend an additional increment or for staff who wish to apply for an additional increment.

The form, duly signed, should be completed and returned to the HR Department, by 1st July of each year.

Part 1: To be completed by Staff member

Name of staff member	:
Post	
School / Department	
Name of Manager	
Signature of Manager	
<p>Outcome of Career Review (please delete as appropriate)</p> <ol style="list-style-type: none"> 1. Always exceeds all short-term goals and makes excellent progress towards all long-term goals. 2. Consistently meets and sometimes exceeds all short-term goals, and makes good progress towards all long-term goals. 3. Meets all short-term goals, and makes good progress towards all long-term goals. 4. Meets most short-term goals and makes some progress towards all long-term goals. 5. Falls short of the standards required in meeting all short- and long-term goals. 	
<p>Case for Award: Cases should be made succinctly avoiding lengthy descriptions of ongoing responsibilities.</p>	

REWARD and RECOGNITION POLICY

Market Forces Policy

1. Introduction

The Royal Conservatoire of Scotland has a pay structure based on the UCEA Framework Agreement.

In this structure there are 10 grades, with progression through service within the Grade being by length of service. On reaching the maximum of the salary scale for the grade, progression will normally be made by the successful application for a contribution point on the salary scale or by promotion.

However, on appointment the Conservatoire may exceptionally be required to apply a “market forces” supplement to a salary. This policy outlines the procedure in such cases.

2. Scope

This will apply to all full-time and pro rata staff. There are separate arrangements for part-time hourly paid staff (see 5). In the case of contribution points the policy on contribution points and additional increments will be used.

3. Salary Placement

For existing staff salary placement, including any promotion, is made in accordance with the Conservatoire’s policy on salary assimilation.

In some exceptional cases there is an agreement that a ‘market forces’ element is used in determining a salary.

At the Royal Conservatoire of Scotland this may be used on appointment only. Where the grade for the post is set by the Job Evaluation Panel and there is a particular need to pay above that level in cases of a shortage of qualified applicants, One example where this has been used in the past in the HE sector was in the year 2000, when the staff with particular IT experience were sought after on a national basis and salaries had to be commensurate with national demand.

4. Procedure

In such cases, the appropriate Conservatoire Senior Management Team member will require to certify that there is no other method of recruitment and that the salary on offer will not attract the right candidate for the post.

In this case the Director of Human Resources may agree to a market forces supplement being paid to that individual applicant under those particular exceptional circumstances.

The Grade for the post will remain the same as evaluated and the applicant will receive an appropriate supplement which will be reviewed on an annual basis.

Where it is deemed that the exceptional circumstances no longer apply, the Director of Human resources will give notice that the 'market supplement' may cease. The salary of the individual will remain at its present level ('mark time') until it is at the same level as the designated grade for the post.

The Director of Human Resources would agree any 'market forces supplement' with the Conservatoire Senior Management Team.

The process would require to be approved by the Conservatoire Senior Management Team. The form at Appendix 1 required to be completed prior to appointment.

5. PTHP Staff

A 'market forces' arrangement in relation to the hourly rate of an individual staff member may exceptionally be agreed if the individual in addition to distinguished achievement in the area of practice and/or performance :

a) Meets the large majority (at least 7/10) of the criteria below and
b) Has the support of the Head of Department and the Director of the School, supported by the Deputy Principal:

- an outstanding record and reputation in the field of pedagogy, including teaching, contribution to the development of the subject and innovation in programme development;
- outstanding achievement and peer recognition in the candidate's profession;
- evidence of a national and international standing, whether as a composer, performer or teacher or a combination of these;
- a substantial record in carrying out and/or publishing, broadcasting or recording high quality composition and/or performance;
- highly effective representation of the Royal Conservatoire of Scotland and/or the conservatoire sector more broadly in regional and/or national and/or international bodies;

- a substantial record of service on national and/or international committees and juries; and
- a record of consultancy and/or advice for the music profession and/or government bodies.

In addition they will be expected to direct public master-classes.

It is fully anticipated that such arrangements will be by exception. A small additional budget has been set aside to allow the Royal Conservatoire of Scotland to recruit and retain the best performers of national and international renown.

The form at Appendix 2 requires to be completed before any such payment is made.

6. Monitoring

The use of 'market forces supplements' would be closely monitored and a report of any such arrangements would be made to the Remuneration Committee of the Board of Governors.

The Director of Human Resources will be mindful of Equal Opportunities/Legal Requirements in this area.

Market Supplement Payment Application Form

This form should be used by Head of Departments wishing to recommend a market supplement on appointment. It is to be used in exceptional circumstances.

The form, duly signed, should be completed and returned to the HR Department, as soon as is practicable. No payment will be made until it is authorised.

Part 1 To be completed by the Head of Department and authorised by the appropriate Conservatoire Senior Management Team member.

Name of individual for whom payment is requested.	:
For how long is it anticipated to be paid?	
Post	
School / Department	
Signature of Conservatoire Senior Management Team member	
<p>Case for market forces payment. Cases should be made succinctly and be specific and measurable.</p>	

Part 2 For completion by the Director of Human Resources

Approved by the Conservatoire Senior Management Team YES/NO	
Date of approval	
Date of implementation	
Review date	

MARKET FORCES PAYMENT**APPENDIX 2 (for PTHP staff)**

To be completed by the relevant Head of Department and countersigned by the appropriate Director of School and Deputy Principal.

Name of staff member	
Post	
School / Department	
'Market Forces' rate	£ per hour
Duration of which Academic year	
Number of Hours (in total)	
<p>I certify that the above named fulfils the undernoted criteria</p> <ol style="list-style-type: none"> 1. An outstanding record and reputation in the field of pedagogy, including teaching, contribution to the development of the subject and innovation in programme development; 2. Outstanding achievement and peer recognition in the candidate's profession; 3. Evidence of a national and international standing, whether as a composer, performer or teacher or a combination of these; 4. A substantial record in carrying out and/or publishing, broadcasting or recording high quality composition and/or performance; 5. Highly effective representation of the RSAMD and/or the conservatoire sector more broadly in regional and/or national and/or international bodies; 6. A substantial record of service on national and/or international committees and juries; and 7. A record of consultancy and/or advice for the music profession and/or government bodies. 	
Name of Head of Department	
Signature of Head of Department	
Approved by Director of School	Yes <input type="checkbox"/> No <input type="checkbox"/>
Signature of Director of School	
Approved by Deputy Principal	Yes <input type="checkbox"/> No <input type="checkbox"/>
Signature of Deputy Principal	
Approved by the Conservatoire Senior Management Team (date)	Yes <input type="checkbox"/> No <input type="checkbox"/> Date: _____
Budget Code	

Document Control Information overview

Author of Policy: Director of HR

Accountability: Director of HR

Department: Human Resources

Review requirements: Annually or as required

Committee Requirements: Major changes to be approved by the Conservatoire Senior Management Team, operational changes to be approved by Director of HR and noted by the Conservatoire Senior Management Team

Current Version: 2

Approval Confirmed (date): April 2011

Approval Confirmed: Conservatoire Senior Management Team (the CSMT)

Document Revision History

Version No.	Version Date	Prepared By	Approved By	Summary
1.	April 2011	Director of HR		Approved by the CSMT
2	March 2019	Director of HR	Remuneration Committee	Updated to reflect CSMT membership Non gendered language