1. Introduction

This document sets out the process and procedures for the award of additional increments, contribution increments and one-off payments. The procedure applies to all staff of the UCL Institute of Education with the exception of Professional Services staff who are part of a Central UCL Department (even if located at the UCL IOE), the Professoriate, Senior Management, and Casual staff.

Applications for additional and contribution increments will normally be considered annually and the deadline for applications will be set annually. Where possible, applications for one-off payments should also be made in accordance with the annual deadline, however cases can be considered throughout the year where necessary.

This process for awarding additional increments, contribution increments and one-off payments is separate from the process of job evaluation that assigns jobs into grades. The process for applications for regrading is set out in a separate document available on the HR Intranet page.

2. Principles

The process for awarding additional or contribution increments or one-off payments should:

- promote transparency within the faculties and departments
- be consistent with financial devolution to the faculties
- demonstrate equality of opportunity and consistency of approach across the Institute.

All applications should be evidenced in relation to the performance of the employee where performance has significantly exceeded the normal requirements of the role.
3. **Definitions**

Each grade has a set of spinal points. It is the normal expectation that employees will receive pay progression by means of annual increments until they reach the normal grade threshold, reflecting their growing experience and skills. Once the normal threshold has been reached, standard increments cease.

An **additional increment** is one which may be awarded in addition to the normal annual increment. The award is subject to eligibility, and the criteria set out below. Additional increments are normally awarded as a single increment in addition to the normal annual increment.

Grades 1 to 9 all have two or three extra salary points above the normal grade threshold, known as contribution points. Subject to eligibility, and the criteria set out below, a **contribution increment** may be open to those who have reached the normal grade threshold, or are already paid on one of the contribution points. A contribution increment would normally only be awarded as a single increment.

A one-off payment is a single payment that is not a permanent increase in salary and is non-pensionable. One-off payments will normally be the equivalent of a single increment, pro-rata where required.

4. **Eligibility**

An employee must have been employed in their current role at the Institute for a minimum of 12 months before the 1 August.

5. **Criteria**

The main requirement for the award of additional or contribution increments is the exceptional performance of a member of staff over the qualifying period of time, over and above that normally required or expected of the post. Cases must demonstrate, in an evidence-based way, that the individual's personal contribution, commitment, development, and exercise of initiative has, over a sustained period of time, significantly exceeded that expected from a person performing competently in the role. A sustained period of time is defined as at least six to 12 months.

Where an additional increment or contribution increment has been made, this level of performance becomes the normal expectation of the individual. The same evidence cannot normally be used for any further payments.
A one-off payment may be made where performance is over and above the normal requirements for the role but is time-limited, e.g. work on a specific project. The value of a one-off payment should be up to the value of an additional increment depending on the circumstances of the cases and period of time that it covered.

The normal award for successful cases will be one increment (or the equivalent as a one-off payment, pro-rata as appropriate where the award is for a defined period of contribution).

Guidance and examples of some activities which could be used by an employee in submitting evidence is also available on the HR Intranet page. The examples given are not intended to be exhaustive or to be specific criteria.

6. Process

Applications may be made by individual employees or by a Head of Department on behalf of an employee. It is recommended that applications from managers on behalf of their staff should contain detailed evidence regarding the activities of the individual employee, to compensate for the lack of specific evidence from the employee themselves.

To ensure equality of opportunity and consistency, Heads of Departments will review the performance of all staff within their department on an annual basis.

Applications should be made using the form available on the HR Intranet, and submitted to the appropriate Line Manager and Head of Department. The application should then be forwarded to HR, by email where possible.

All applications will then be assessed and approved by a panel normally including The Director of Operations, School Finance Director and a HR Business Partner.

In reaching a decision on individual applications, the following will be considered:

- Is the nature of any additional or changed duties clearly at a level over and above that normally expected?
- What impact has the individual’s contribution made on the team, Department and/or Institute?
- What level of competence and initiative has been brought to bear in handling the demands made by the role?
To what extent have agreed objectives and outcomes been achieved and exceeded?
What indications are there that the individual’s level of competence and quality of outputs have increased so that their contribution is likely to be sustained in the future?

Where an application is not approved the employee will be entitled to feedback on their application.

7. Appeals

An employee may request a review of the decision not to award an additional increment/contribution point/one-off payment. The review will be a paper review of the documentation undertaken by a panel consisting of a Pro Director, Head of Department, a relevant trade union representative and a senior HR advisor.

8. Monitoring

Human Resources will be required to report summary equal opportunities data on the number of applications and awards to the Equality and Diversity Committee on an annual basis.

Approved by Finance and General Purposes Committee
30 October 2007
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