

Special Award criteria

For employees in band 7-3.

The criteria for recommending an Special Award are as follows (examples of evidence for recommendations are given in parenthesis after each criterion).

1) The increased contribution of an employee following a significant increase in responsibility.

Evidence of the significant additional responsibilities, what has been added to workload and over what period. How did they respond to and manage this increase?

2) The significant increase in effectiveness of an employee following training or work related development.

Evidence of training, development, or increased skills. Explain the area(s) in which effectiveness is demonstrated. Are these existing skills that have been significantly enhanced or entirely new skills? How has the work of your team/Unit etc. been positively affected?

3) Continued significant contribution of an employee to the work or business of the unit.

Evidence of the key nature of the role, responsibilities, flexible/adaptable use of skills, any retention issues, reliability under pressure, or outstanding working relationships. Explain why this contribution can be regarded as significant, compared to colleagues, over the longer term.

4) Either increased or continued significant personal contribution of an employee to the wider team.

Evidence of the use of skills to add value to the team effort, promoting positive working relationships within a team, or contribution to the development of a team. Explain how this has positively affected other individuals.

5) Outstanding contribution of an employee to the work or business of the unit over the past year.

Evidence of a sustained level of performance that is markedly above that of peers, any specific achievement, the handling of exceptionally difficult circumstances, the managing of a specific major risk to the work. Really show how this employee stands out within their peer group, defining clearly those contributions that have been over and above expectations.

6) Significant contribution of an employee to either the work, or corporate or scientific goals of the MRC, or the wider scientific community.

Evidence of any corporate management contribution to the MRC, any outstanding personal contribution to the field of science nationally or internationally, any training and development of young scientists or support staff, any significant representational activities on national or international bodies, any significant

efforts towards exploitation/technology transfer/public understanding of science/ health and safety/data-protection, and any strategic initiatives. Clearly explain why you regard the particular examples cited as significant by reference to their impact etc.

7) Significant one-off contribution of an employee to the work of the Team, Unit or MRC.

Evidence of the exact nature of the contribution, including any extra commitment or degree of application shown over and above that normally expected, and the positive impact to the work of the Team, Unit or MRC.

Special Award criteria

For employees in band 2

Positive achievement assessed and, where possible, measured by reference to the criteria below.

1. Scientific contribution which has advanced and promoted, or has the potential to advance and promote, MRC strategies and objectives.

As evidenced through

- research, e.g.
 - responsibility for a significantly successful and productive laboratory
 - a continued and significant publication record in high impact and/or relevant journals
 - a published breakthrough in subject understanding
 - development of new or novel experimental approaches
 - research leading to or resulting in exploitation and commercial development
 - research leading to, or achieving translational benefits, in policy/prevention
- public communication initiatives, e.g.
 - playing a lead role in influencing public and political opinion on scientific/research issues
 - spearheading public debate in areas of controversy (e.g. animal research)
 - presenting MRC supported research at high profile international meetings
- significant contributions to nationally or internationally influential expert bodies, committees, institutions etc, e.g.
 - resulting in demonstrable advances in promoting strategic objectives
 - achieving demonstrable reputational benefit to MRC.
 - peer reviewing of scientific journals and national/international research grants and awards

2. Leadership, direction and intellectual contribution to scientific and/or other strategic initiatives and agendas.

As evidenced through personally attributable internal or external contributions in

- positive example setting, e.g.
 - which helps establish higher standards within MRC
 - an influential ambassadorial roles external to the organisation resulting in demonstrable corporate benefits
 - within a change management agenda resulting in successful deliverables.
- promoting and achieving excellence in areas such as
 - ethics
 - corporate governance
 - health and safety management and awareness
 - best practice in research

3. Managing the successful delivery of significant scientific and/or other programmes, projects, services and initiatives within agreed time, quality and resource requirements.

For example

- a. where the individual is solely/primarily accountable for their successful realization and they are of local/corporate significance,
- b. where initiatives carry significant business/corporate risk, e.g
 - i. major MRC facility design
 - ii. IT projects
 - iii. business re-structuring
- o where the individual plays a major and influential role in new politically sensitive/multiple stakeholder developments
- o where the influence of the individual leads to positive strategic re-engineering with demonstrable corporate benefit.
- o where the impact of the individual is clearly evident in enhanced efficiency, effectiveness and/or financial savings.

4. People management and leadership

As evidenced in

- o mentoring and staff development which results in demonstrable improvements within a team/group/department for which the individual is personally accountable, measured by (for example)
 - o higher productivity
 - o enhanced performance standards
 - o higher quality outputs
- o motivational leadership and/or behaviours which result in exceeding corporately required deliverables
- o creating, leading and supervising employee/student training and development initiatives which have a clear positive impact on MRC research/business
- o the successful resolution of challenging employee situations which are materially affecting research/ business performance
- o the generation of important external collaborations with demonstrable business benefit to MRC

5. Professional self-development with demonstrable translational impact on the workplace/organisational benefit to the MRC.

As evidenced through enhanced

- a. skills development/acquisition, seen in the application of important new
 - i. technologies
 - ii. methodologies
 - iii. interpretational insights
- b. personal knowledge base
- c. behavioural skills, evident in
 - i. improved working environments
 - ii. positive motivational impacts

6. The development and exploitation of external networks and collaborations with clear benefit to the MRC.

- as evidenced through major personally attributable contributions
- with local, strategic or corporate level significance
 - within politically sensitive environments