

UNIVERSITY OF EXETER

Above and Beyond – Guide for Managers

2020/2021 Academic year

The University of Exeter Recognition Scheme

We like to recognise the hard work, commitment and achievements of all staff, individually and as part of team, through a fair, flexible, responsive and transparent recognition scheme.

We also want to encourage everyone to say thank you more often! Simply saying thanks, or sending a thank you card, as well as more formal appreciation from a manager makes everyone feel more valued.

Rewards for 2020/2021

At a meeting of VCEG on 1 June 2020 approval was given to amendments to the Above and Beyond Recognition scheme in 2019/20 and 2020/21 to take account of the impact of the Coronavirus pandemic on the University's operations and finances.

Budgets for 2019/2020 were reduced and the Above and Beyond reward scheme was put on hold for all financial rewards until after a review of the University finances. The ability to send a "thank you" through the portal has remained active.

From March 2021 to July 2021

The Above and Beyond reward scheme (A&B) has been reinstated to provide an opportunity to reward staff who have made a particular significant contribution to the University's response to the pandemic and a limited budget for A&B has now been made available for the remainder of this financial year. Due to the limited budget the A&B scheme has been modified for 2020/21 as follows.

Recognising colleagues and making rewards

- Each college and Professional Service will be allocated a budget which will be placed on the online portal.
- Recognition of the contributions made by staff should cover the period from August 2020
- colleges and services are recommended to phase the use of the allocated budget, initially looking to spend an initial 7/12th of the budget to enable rewards to be made in recognition of the contributions staff will have made during the period August 2020 to February 2021.
- From April onwards use the remaining budget allocation to look at making rewards for current contributions during the period April to July.

Use of the reward budget

Whilst the reward funds will be placed on the Above and Beyond portal initially, it will be up to the colleges/services to decide if they then wish to use some of the allocated budget for larger cash awards which are made through payroll and not via the portal.

Managers are encouraged to make more use of the smaller awards to provide an opportunity for more staff to be rewarded from the reduced budget which is available this year.

The value of the rewards will be as follows: (* quick guide in Appendix A)

- **awards through the portal** can be for **£25 or £50**. These are not subject to any deduction for Tax or National Insurance.
- **Cash awards made through payroll can be for £100 or £250**. These will be subject to the standard PAYE deductions (Tax and National Insurance). Payments will be made net of the deductions to the nominee.

Justification for Awards

The limited budget should be used to reward excellent contribution to date (i.e. since August 2020) and contributions for the remainder of this financial year.

Although it is expected that the primary reasons for awards will be to recognise the direct support colleagues have made to the University's response to the pandemic, this should not be the only reason for using A&B this year. Where appropriate, other significant additional contribution (not directly related to the pandemic) should be rewarded. Managers should consider the contribution made by those who have worked "above and beyond" while working from home, as well as those who have taken on additional work to support on-campus activity.

Colleges and Services should be careful to ensure that awards are made for staff who have delivered significant contributions "above and beyond" the expectations of their normal role and the reasons should be recorded (to allow monitoring).

College Executive Groups and Professional Services leaders will continue to have discretion about which achievements should be rewarded. Colleagues will continue to be eligible to receive more than one award if this is considered appropriate.

Scope of the awards

Staff grades B – H are eligible for awards. However, managers are encouraged to consider focussing awards to colleagues in lower grades, including early career academics

Process for making an award via the portal

The online portal has been re-opened to enable rewards to be made, the process is the same as before but with a limit to the amount you can select of £25 or £50. The values remain the same that you can allocate the reward against.

Process for making a cash award

Cash awards are made through payroll and paid at the end of the month with the nominated person's pay.

- Nominations should be discussed by the Senior Management Team for each college/service
- An audit of the reasons for the award should be kept
- Each college/service will be provided with a spreadsheet template that they should use to record details of any cash awards. This is the ONLY method for submitting a request to payroll. The spreadsheet should be approved and submitted before the payroll deadline for that pay period..
- HRA and HRBP will liaise with colleges and services to collect the details and to ensure that there has been the appropriate approval from the PVC/Director for each nomination
- Template letters have been made available for colleges and service to write to the nominee to let them know of the reward and copies should be returned to the Employee Services team to be uploaded to the HR electronic files for each nominee
- Payment of the award will be made at the end of the month in the nominee's pay, it will be subject to the standard PAYE deductions applicable to the individual.

Human Resources
University of Exeter
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Appendix A – Awards at a glance

Appendix B – Case studies

APPENDIX A

AWARDS

Managers can decide to award one of the following:

Category of Awards	Who can nominate?	Timing of Award	Type of Award	Approval
Thank you letter	All staff can send an eThank You	Whenever they wish	eThank cards and certificates	You and None – sent automatically with copy to line manager
On Line Portal	Senior Managers	Can be awarded at any time	eVouchers - £25 OR £50,	Budget holder
Cash Award	Senior Managers	Can be awarded at any time	Cash - £100 OR £250	PVC/Director of Service

APPENDIX B

Case Studies (these are actual awards made to colleagues)

An award can be given for the simplest of things – from looking at a problem and coming up with a different solution that may then help others, to taking time to look at the extra details and making that little bit of extra effort .

Below are some case studies of awards that have been given, this is not an exhaustive list and colleges and services may have their own idea of “above and beyond” that fits with their ambitions and strategy as well as the overarching strategy of the university.

Saying a thank you can go a long way but if you think that the nominee has gone that little bit extra then a monetary nomination might be appropriate as well.

- **£25 award:**

- Extra care and attention spent on ensuring that facilities for the first term were of a high standard. The detail the nominee went to is more than expected and they did a great job which often goes unappreciated. – **Community**
- The Management team would like to formally recognise the excellent customer feedback we have received from the residences team, for the support you have given them in recent weeks. It is great to get such good feedback on the services that we have provided to them and in turn our students. Thank you.- **Community**
- Thank you for approaching the international clearing call centre with such positivity and ambition. Your skill in cross-selling and your commitment to providing an outstanding experience for our callers was excellent. It is lovely to see so much enjoyment in and healthy competition over this task. Well done. – **Ambition**
- Thank you for your fantastic work to embed yourself within the team and develop your knowledge to better support the AD's for which you're responsible. Congratulations on the feedback received, including that which described your support as 'transformative.' – **Impact**

- **£50 award:**

- Thank you for assisting with International Student Clearance this year. Your help with our visitors in the Innovation Centre was very much appreciated and helped us manage what was not an ideal operation in terms of space and layout. Thank you for all your help and learning how to use our systems. Thank you for your help.- **community**
- Thank you for all your help in getting the translated course data ready for the delegation of academics from ZZU. It is much appreciated by everyone; having first language materials is important to a delegation such as this and helps build relationships for the future. Thank you once again – **challenge**
- Thank you for your help during the Clearing Weekend, coordinating filming to promote visits next year and delivering a strong social media campaign. You worked tactfully with the participants and videographer to produce the film, liaising with all stakeholders, and seeing the project through to completion. Great work - **rigour**

- **£100 award**

- Organising a teaching programme which was exceptionally tricky, with major changes having to be made only days before the start of term. Your ability to solve a range of highly difficult logistical challenges and to do so with calm and good humour. **Challenge**
- For successfully bringing together colleagues from across the breadth of the University to explore the synergy between research and education. The feedback from participants was overwhelmingly positive. **Collaboration**

- There is no doubt that HUMS is leading the way with regards to embedding WP into the fundamentals of how they work and you have played an extremely important role in making this happen on an operational level. You regularly share examples of excellent practice within the wider College team and have achieved professional credibility and respect within HUMS. Well done – **Impact**
- Thank you for your exceptionally hard work this summer. Your ideas and energy taking forward new projects such as Sensus Access, working with the Education Incubator Project and refining processes with our accommodation colleagues have made a real difference to student experience already. Thank you for all your hard work as Pathway Lead. - **inclusivity**
- £250 award
 - For diligence and meticulousness, highly valued by colleagues and for all the extra work that has been taken on, overseeing the team's finances, this year has provided stability and reassurance during a challenging time. **Rigour**
 - Congratulations on delivering a successful expanded interview service for the College which has seen a doubling of Medicine interviews, the introduction of nursing interviews and a complete rewrite of Radiography interviews with 25 full interview days over the period delivered simultaneously over two sites. An exceptional achievement.- **impact**
 - Thank you for being an exceptional team player. You have taken on several extra projects this term, supporting the digital sandwich consortium launch, the brand project with Adam, as well as leading one of our campaign team sub groups. This commitment continues into next term, as you volunteer to pick up the UG prospectus activity.- **ambition**

Other cash awards

- For showing great resilience, impact and dedication to the job by balancing (for a period of time) the demands of the new job while continuing performance in your previous role while backfill for your post was put in place. Showing great initiative, sound judgement and a calm attitude to situations that could quickly escalate if not handled correctly, whilst having a huge learning curve to deal with at the same time.
- Led on a project to make considerable financial savings for the University. Worked across the University, calming the nerves of the staff, convincing Colleges of the service delivery advantages, and ensuring that each and every individual was properly dealt with. Continued to run customer facing services with usual competence, including ensuring that services were supported for the extended teaching day. Strongly demonstrated commitment to the University and to its values over this period.