

Conscious rewarding

Guidelines for the application of special rewards within SSG

February 2022



1. Reason and purpose

Within WUR we have various forms of rewarding. The framework for this is laid down in the CLA NU and WR.

The salaries are linked to the position and salary scales. Besides the fixed salary, there are also special forms of remuneration possible, which may express the appreciation of a specific contribution or performance of individual employees or groups.

This guideline for conscious rewarding has been compiled to help you as an SSG manager to make unambiguous and transparent choices when applying various forms of special rewards.

2. Starting points and considerations (1)

The forms of rewarding in the context of conscious rewarding are a means to express appreciation for special functioning, performance or commitment, for example;

- 1 Results or performance exceed set expectations.
- 2 Exceptional initiative, flexibility and/or agility has been shown to complete tasks, respond to unexpected issues or solve problems beyond the scope of normal functioning.



2. Starting points and considerations (2)

Special performance or "just" doing your job well

It is important to make the distinction between what may simply be expected of an employee or group by virtue of a position or assignment and rewarding performance or behaviour that is truly distinctive. By consciously valuing this behaviour, the desired behaviour is also further encouraged.

The distinctive features could be evident from a recent P&D meeting, project or research evaluation, or other document which reveals that an employee has taken special personal initiatives and/or has exceeded agreed results and/or in which components (result areas and competencies) the employee performs very well to excellently.

2. Starting points and considerations (3)

Occasional or structural

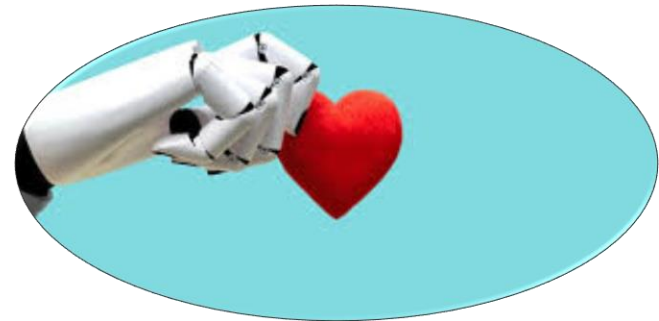
When choosing a reward, it is also important to make a distinction based on the character of the performance. Incidental or one-off outliers of performance are suitable for immediate and also incidental forms of assessment. In the case of structural overperformance/above-average performance, however, structural forms of assessment may also be appropriate.

The CLA-NU and CLA-WR offer various possibilities for this, which are described in the next section. In addition to these frameworks, financial and fiscal frameworks also apply. These are also given in the overview below. The legal frameworks and applicable CLA texts are always leading in application.

3. Material or immaterial rewards (1)

There are many ways to appreciate, stimulate and reward employees. Research has shown that immaterial rewards are often more effective and have a longer lasting effect on motivation than material rewards. Recognizing and naming the significance and contribution of the employee or team to the organization is often experienced as a reward in itself. Because this appreciation leads to security and safety.

As an employer, SSG wants to create a culture in which expressing appreciation for each other is normal practice.



3. Material or immaterial rewards (2)

Examples to express your appreciation through other means than material appreciation:

- 1 Recognize, name and share special achievements in bilateral consultations and in team meetings.
- 2 An "award" for a particular achievement, an innovative proposal, a publication, a way of working together. Or put an employee/group in the limelight during a group meeting (flowers go to....).
- 3 Place publications about sample projects in newsletters and/or on the intranet.
- 4 Personal (end-of-year) presentations, in which the success of a team, group or individual performance is reflected upon in the presence of colleagues.

By rewarding in this way, you also dwell on and acknowledge the values that are important to the organization. Share successes.

4. Forms of material rewards and method of application (1)

In the overview below, the different possibilities for rewarding special performances or contributions are worked out. These forms can be applied to both individuals and teams.

NB

1. These are elaborations of the CLA - the CLA is leading at all times.
2. Choices regarding special remuneration that are requested via MyHR are confirmed in writing by HR. The manager takes care of the oral communication about this after approval has been obtained.
3. The CLAs also provide for a number of other allowances, such as the labour market allowance and the mobility premium. These have a different purpose than rewarding special performance or contributions and are therefore not included in the above overview.
4. In the case of organizational budget, the budget per research unit is meant.



4. Forms of material rewards and method of application (2)

Rewards appropriate for incidental positive performance or contributions		Decision by	Apply via	Framework*
Giftcards	<ul style="list-style-type: none"> Fast, direct and (relatively) small €10 tot €250 	Direct manager	Secretariat (ProQMe)	<ul style="list-style-type: none"> WKR Departmental/organisational budget
Personal reward	<ul style="list-style-type: none"> Personal gift that matches personal interests: flowers, a book, ticket to an exhibition, etc.€10 tot €250 	Direct manager	Secretariat (ProQMe)	<ul style="list-style-type: none"> WKR Departmental/organisational budget Agreements within own department
Mutual celebration	A breakfast/lunch/dinner to celebrate the achievement.	Direct manager	Secretariat (ProQMe)	<ul style="list-style-type: none"> WKR Departmental/organisational budget Agreements within own department
Gratification*	<p>It is possible to give a (gross) gratuity depending on the size of the achievement. You can use the following guideline:</p> <ul style="list-style-type: none"> €500 - €1.000 – Proven result with impact on own team. €1.000- €1.500 –Proven result with impact on own team. €1.500-€2.000 – Proven result with impact for SSG. € 2.000 and over – As above and additional motivating achievements with very high importance and impact. 	<p>Direct supervisor with positive advice from HR on correct substantiation.</p> <p>For an amount of €1.000 or more, with the approval of the next higher level manager.</p> <p>In the case of gratification of (large) groups, also approval of the next higher level manager.</p>	HR advisor	<ul style="list-style-type: none"> Departmental/organisational budget Agreements within own department like excellence in research

4. Forms of material rewards and method of application (3)

Rewards appropriate for structural overperformance		Decision by	Apply via	Framework*
Course, congress, seminar	<ul style="list-style-type: none"> Also contributes to increasing the employability of an employee, which can improve career perspectives and therefore also growth opportunities. A training agreement can be included for consideration. 	Direct manager	MyDevelopment	<ul style="list-style-type: none"> Departmental/organisational budget Agreements within own department
Extra periodical*	<ul style="list-style-type: none"> In the year/past years very good to excellent performance (secured via R&O). Reward potential towards the future (given the structural nature of the periodicity) i.e. if someone structurally grows faster/performs better than others in your group. Only applicable when growth is still possible in the current scale. 	Direct supervisor with approval of next-higher supervisor and positive advice HR on correct substantiation	HR advisor	<ul style="list-style-type: none"> Departmental/organisational budget Agreements within own department
Promotion/reclassification*	<ul style="list-style-type: none"> Choice must fit within SPP and formation planning of the group. Content of the employee's work must fit the new job classification. Is only possible if the organization also needs a function that is valued higher in scale and the person concerned demonstrably functions at a higher level: this must be translated in the formation plan/SPP and be evident from the R&O. The career policies of U(H)D and lecturers are secured in TT and ECP. 	Direct supervisor with approval of next-higher supervisor and positive advice HR on correct substantiation	HR advisor	<ul style="list-style-type: none"> Departmental/organisational budget SPP/formation plan Agreements within own department

4. Forms of material rewards and method of application (4)

Rewards appropriate for structural overperformance	Decision by	Apply via	Framework*	
<p>Allowance for taking over for a colleague*</p>	<ul style="list-style-type: none"> This allowance is always temporary and the employee is explicitly instructed to cover for a colleague for a period of at least 3 months. The employee receives an allowance for the duration of the substitution. If a higher position is filled, the basic principle within SSG is an allowance of two extra steps (in the employee's own scale). If someone is already at the end of their scale, they will receive 2 extra steps in the adjacent scale. If a position is filled at the same level, an appropriate solution must be found. If it leads to considerably more (hours) of work, paying overtime may be one solution. A second option is a gratuity. A 3rd option is to temporarily extend the fixed-term contract hours linked to the observation period. 	<p>Direct supervisor with approval of next-higher supervisor and positive advice HR on correct substantiation</p>	<p>HR advisor</p>	<ul style="list-style-type: none"> Departmental/organisational budget Agreements within own department
<p>Performance allowance*</p>	<ul style="list-style-type: none"> If the job is performed very well or excellently, it is possible to grant a job performance allowance for the duration of one year. This allowance is granted in very exceptional cases. For example, if someone temporarily performs heavier tasks (on a project basis) and it is uncertain whether a heavier function will actually be created. A second possibility is to apply this allowance as a precursor to a reclassification ("start-up scale"). Again, this is only possible if the organization also needs a job that is valued higher in scale and the person concerned demonstrably functions at a higher level: this must be translated in the staffing plan/SPP and be evident from the R&O. 	<p>Direct supervisor with approval of next-higher supervisor and positive advice HR on correct substantiation</p>	<p>HR advisor</p>	<ul style="list-style-type: none"> Departmental/organisational budget Agreements within own department

4. Forms of material rewards and method of application (5)

Inadequate performance over a longer period (included for completeness)	Decision by	Apply via	Framework*	
<p>No periodical*</p>	<ul style="list-style-type: none"> If an employee does not perform their duties satisfactorily (\lequnsatisfactorily), a decision may be made not to award a periodic salary under certain conditions. Involve your HR adviser in a timely manner for support and guidance. 	<p>Direct supervisor with approval of next-higher supervisor and positive advice HR on correct substantiation</p>	<p>HR Advisor</p>	<ul style="list-style-type: none"> Agreements within own department
<p>Demotion*</p>	<ul style="list-style-type: none"> If an employee is demonstrably functioning at a lower level and is unable to meet the job requirements, demotion may occur under conditions. Involve your HR adviser in a timely manner for support and guidance. 	<p>Direct supervisor with approval of next-higher supervisor and positive advice HR on correct substantiation</p>	<p>HR Advisor</p>	<ul style="list-style-type: none"> Departmental/ organisational budget Agreements within own department

* In the case of organizational budget, the research units are meant.

5. Costs

We strive to reward directly as much as possible and to give you as a manager as much freedom of decision as possible within the applicable frameworks.

The costs associated with special rewards can largely be anticipated in advance and included in the budget and that is also recommended. This concerns in particular the rewards associated with structural overperformance. The department's SPP and the insights from the P&D interviews form the basis for choices to be made regarding conscious rewarding.

From the SPP you have insight into your talents and from the daily business you usually know which projects/initiatives are in the pipeline. From the P&D interviews you also have an idea of the employees who are involved in special achievements. The HR Advisor can advise on this in the preparation of the budget.

There is also room to directly apply conscious rewarding when special performance or contributions give reason to do so. Basically, all forms of conscious rewarding are only applicable when your business unit, chair or department has the (financial) room for it.

5. End

If you have any questions or comments about the application of this guideline, please contact your HR advisor.

