



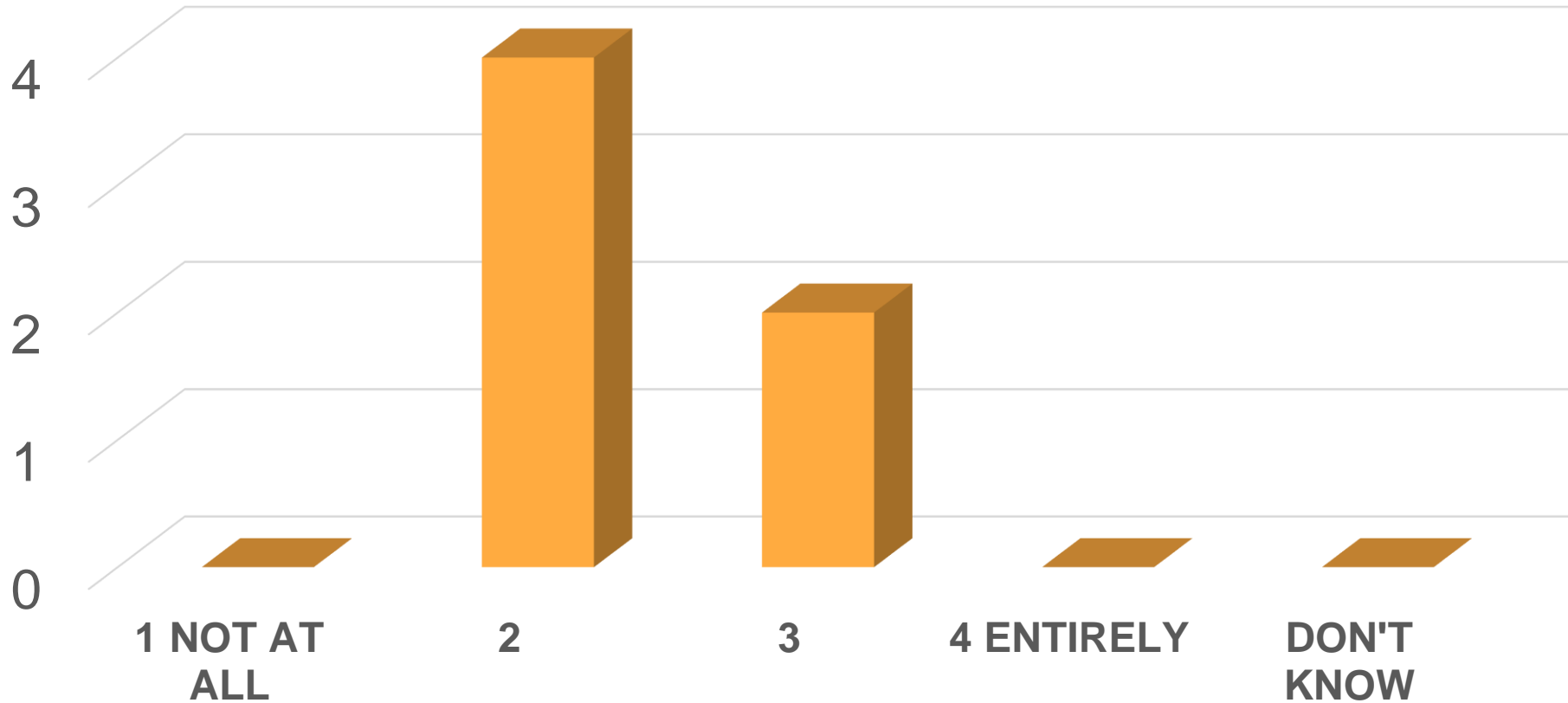
Principle 6:

Recognition and rewards

We recognise the achievements of staff and students who perform high-quality KE activities.



To what extent does your higher education provider meet this concordat principle (on a scale of 1-4, where 1 is 'not at all' and 4 is 'entirely')?



Enablers



INDICATORS

Clear indicators of what is considered high-quality KE within the context of the institution's strategy and good practice standards.

CRITERIA

Defined approaches to recognising and rewarding successful and innovative KE activities and outcomes within promotions criteria and reward processes for academic and professional services staff.

POLICIES

Defined approaches to institutional recognition of successful KE by academic staff and students via processes other than formal promotion and reward, such as revenue-sharing policies, staff prizes and the celebration of success stories.

RECOGNITION

A published approach to how KE activities are recognised within workloads and rewarded with time allocations appropriately.

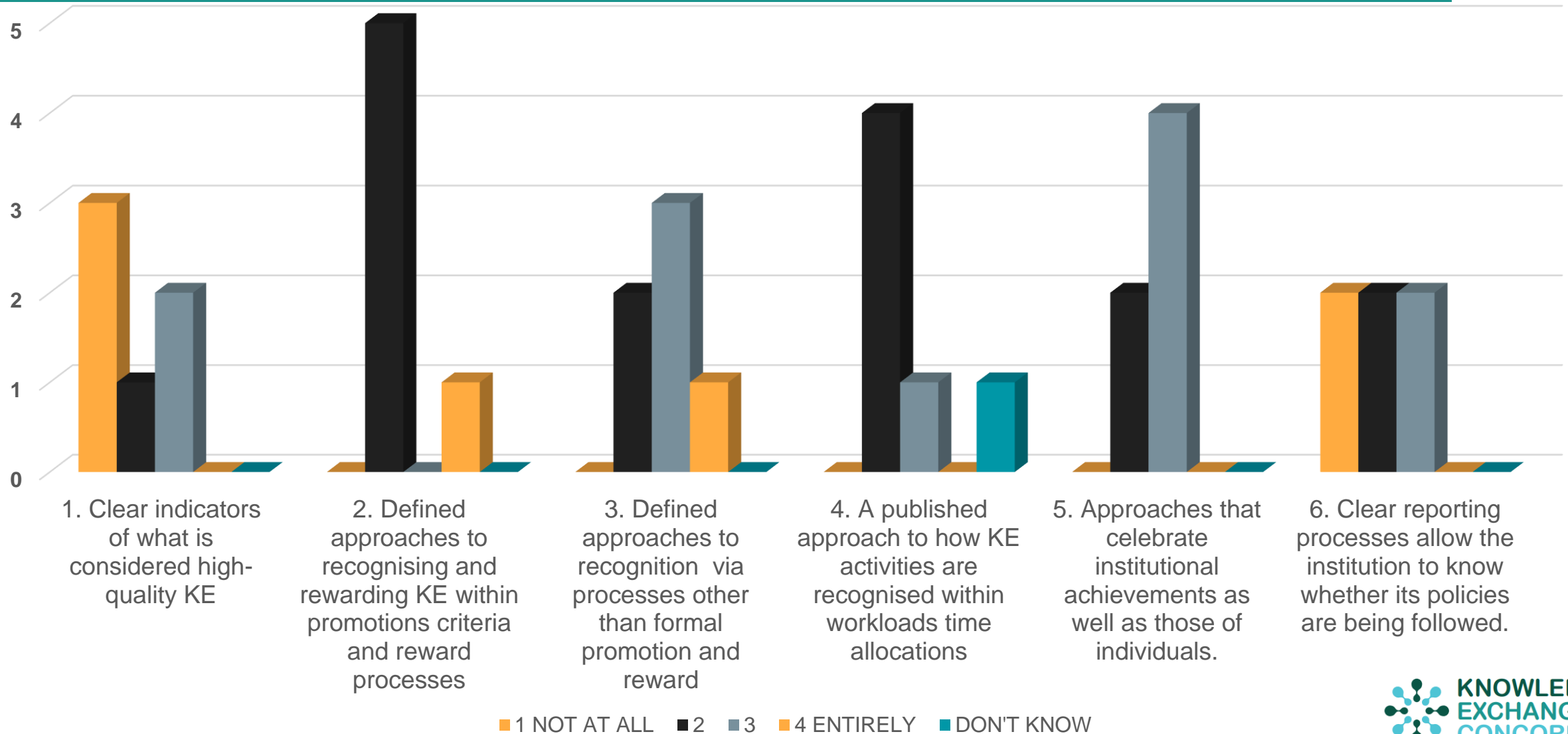
CELEBRATION

Approaches towards recognition and rewards that celebrate institutional achievements as well as those of individuals.

PROCESSES

Clear reporting processes allow the institution to know whether its policies are being followed.

To what extent do you deliver this enabling activity?



Please tell us about any other enablers for recognition and rewards at your institution?



We are looking at developing guidelines for what good KE looks like for each type of KE - once we know what good looks like we can then start to reward it. For example,

- What does good CPD look like
- Over 95% customer satisfaction
- KTPs - use the national ranking/scoring system
- Student enterprise - number of students taking modules/starting businesses
- Commercialisation - investment raised

I would be interested in a deep discussion as to what good looks like from RE perspective and from other institutions perspectives

Recognising that KE jobs need to be graded at a fairly senior grade due to combination of skills and expertise
Institutional support to develop applications for external awards for KE

KE and impact is a strand of the promotions process. It is a work in progress and it is not yet clear to academics what weight is given to KE during the promotions decision process.

Rewarding academics that submitted REF Impact case studies is a challenge because how do you reward those academics whose case studies were not chosen, perhaps because we had an excess number to choose from.

We recognise academics with high quality KE via advertising on the departmental and university websites.

Can you provide examples of innovative practices in your delivery of these enablers?



I'm not sure it's innovative but KE sabbaticals aren't mentioned and they are a type of reward for performance/recognition of potential

Although incorporating KE into the promotions process is an excellent first step, I think it is difficult for our university to promote any academic based on impacts alone. Not only is it costly to promote a staff member, promotion is based on many other factors for example standing in the research community.

We need a mechanism that can reward small but high quality KE, which is most of the KE that academics do. I would suggest we could offer exceptional spine point increments, accelerating their progression up the pay scales. This is less costly for a university and easier to implement. However, there may be complications/rules surrounding such a policy that I am unaware of.

Can you provide any examples of gaps in how you meet this principle and how you will address them?



We are looking at developing guidelines for what good KE looks like for each type of KE - once we know what good looks like we can then start to reward it.

We are very unclear as to how institutions can put in processes to allow the institution to know whether its policies are being followed. and would like to understand how others are doing this

Other ideas that we are considering include

- Develop case studies showcasing where individuals have been promoted based on their KE activities.
- Develop an annual award for KE engagement
- Assess how KE activities can be built into the workload model
- Review the approach to financially rewarding staff engaging in consultancy or CPD activities

The first enabler is very challenging - KE had a broad interpretation - how do you judge high quality across distinct KE approaches?

Published criteria - probably could be clearer