1. Introduction

LSE is committed to recognising, rewarding, and celebrating the success of its staff. The following paragraphs set out the arrangements for awarding Spotlight Prizes to professional services staff in the School. They apply to all such staff.

2. Aim

2.1 The School is committed to recognising and rewarding continued exceptional contribution and outstanding performance of individual members of staff towards the furtherance of the School's objectives.

2.2 These guidelines explain the nature of the Spotlight Prizes, their role within the wider framework of contribution payments and encourage consistency in the application of the prizes, by providing clear guidance to managers and staff about criteria, process, and workflow. The guidelines also include information on the allocation of budget for the prizes and the monitoring mechanisms in place to ensure the prizes are determined through a fair and equal process.

2.3 Spotlight Prizes are one mechanism for the School to recognise exceptional contribution and outstanding performance by professional service staff during a specific task or project.

2.4 Human Resources Division is responsible for advising managers and staff through the process. Human Resources and line managers are responsible for a fair and consistent assessment of employee performance.
3. Broad principles

3.1 The Spotlight Prizes scheme is separate from, but complimentary to the annual pay review process, contribution pay process and VIP Awards. It is designed to be more immediate, flexible and more tailored to local priorities. Its introduction is intended to support the recognition of performance and work which may be overlooked by the contribution process. The contribution process will continue to be used to reward sustained excellent performance that exceeds all expectation. The Spotlight Contribution Prizes scheme will provide a parallel framework to the contribution process, rewarding immediate performance through a flexible and informal process.

3.2 Managers should consider all professional services staff within their area for Spotlight Prizes, whether they are on salaried or hourly paid contracts. Where senior managers are not as familiar with the performance of individual or groups of staff themselves, they should pro-actively seek feedback from other managers and supervisors to ensure that everyone in their area has been fairly considered, irrespective of their contract type or pay grade.

3.3 Spotlight Prizes will take the form of non-consolidated one-off payments of £300¹ and will be normally considered only for individual members of PS staff (with a contract of employment). However, it is also possible to submit a case for multiple team prizes where there is clear evidence of co-operative working leading to an exceptional outcome.

3.4 The aim of the scheme is for prizes to be made quickly in order to ensure that recognition is as close to the achievement as practically possible. From nomination, the aim should for the individual to receive the relevant correspondence within one week and the lump sum processed in the next available payroll.

3.5 It is important to note that senior managers, especially those ultimately responsible for contribution pay funds, will need to ensure that nominations are based on rational and justifiable performance outcomes.

3.6 Spotlight Prizes are not intended to be a reward for long service or “solid” performance though managers will need to be alert to the claims of those whose “quiet contribution” ensures the successful delivery of departmental or divisional objectives and who may be more deserving than the more overt performer or “self-promoter”. Managers should also avoid rewarding those they know best at the expense of other staff and should make whatever enquiries are necessary to make a fair overall assessment of their staff.

3.7 Managers should avoid creating a climate of expectation in this respect and any suggestion that not being recommended for a Spotlight Prizes is a negative comment on an employee’s performance. Whilst staff are unlikely to receive repeat prizes there is no prohibition on those who have worked over and above their role receiving more than one Spotlight Award throughout their career.

4. Criteria for Nominating Staff for Spotlight Prizes

4.1 The following are criteria upon which nominations can be made:

- *Exceptional Performance* - Performance that exceeds expectations in achieving

¹ Tax is payable on this payment by the individual in the usual way.
agreed objectives and therefore enhances outcomes on the local operational plan.

- **Citizenship** – Demonstrating a commitment to contributing to a healthy and happy working environment for all.
- **Going the Extra Mile** – Showing a commitment to succeed above and beyond normal expectations.
- **Promoting a Positive Culture** - Responding positively and creatively towards the resolution of unexpected challenges.
- **Delivering Excellence** – Exceeding expectations during a project or short term initiative.

## 5. Process and Workflow

### 5.1 Process

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Line Manager</th>
<th>Service Leaders/HoD; HR Partners</th>
<th>HR Administrators</th>
<th>Payroll</th>
<th>HR Administrators</th>
<th>HR Reward Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
<td>Staff is nominated by their line manager based on the relevant Spotlight criteria.</td>
<td>The nomination is reviewed by the Service Leader/HoD with advice from their HR Partner.</td>
<td>Nomination is approved. HR administrators are informed and process the award on the system and inform payroll.</td>
<td>Payroll adds a non-recurring £300 prizes to the staff members’ salary by the next payroll.</td>
<td>The staff member receives a notification of the prizes on their payroll and a personal letter of thanks from the Chief Operating Officer.</td>
<td>HR Collates information on the individuals nominated and awarded through the scheme to ensure correct review of the process and provide an annual analysis of the prizes.</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>N/A</td>
<td>Week of nomination</td>
<td>One week from nomination</td>
<td>One week from nomination</td>
<td>Two weeks from nomination</td>
<td>Annually</td>
</tr>
</tbody>
</table>
6. Budget Allocation

6.1 The budget for Spotlight Prizes is allocated separately from contribution pay by the Finance Committee.

6.2 The overall budget will be divided across divisions and departments based on their total number of professional service staff.

7. Monitoring/issues of equity

7.1 The School is committed to monitoring and evaluating its reward procedures and activities to ensure consistency, equity and fairness.

7.2 In line with the School’s commitment to reducing the gender pay gap, additional scrutiny will be provided when considering applications for individuals at bands 9 and 10.
7.3 Human Resources have responsibility for maintaining information on past prizes and advising Group Heads and other managers on data in relation to issues around equality and diversity. To support managers and help to facilitate consistency of approach, HR Partners will provide advice and, in collaboration with the HR Rewards Team, should be contacted to review the overall number of department submissions each year.

7.4 The Human Resources Committee has responsibility for overall oversight of policy-related issues and will be provided with an appropriate analysis of the prizes (with particular attention to equality and diversity).

7.5 Human Resources will keep the pattern of applications and prizes across and within Departments/Divisions under review in the context of equitable treatment and the need to promote diversity, and to ensure that there is no adverse impact or detriment to any staff group as a consequence of School policy and procedure. Full information will be supplied by Human Resources to Group Heads.

7.6 An annual analysis report will be prepared by Human Resources to ensure relevant stakeholders are kept informed of the application of the scheme.

7.7 These guidelines will be reviewed annually to ensure that the scheme can take into account any necessary amendments.

Human Resources
November 2019
# Review schedule

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<th>Review interval</th>
<th>Next review due by</th>
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<td>01/05/2020</td>
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# Version history

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# Contacts

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<th>Position</th>
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<tr>
<td>HR Rewards Manager</td>
<td>Seema Haria</td>
<td><a href="mailto:HR.Rewards@lse.ac.uk">HR.Rewards@lse.ac.uk</a></td>
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# Communications and Training

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<td>Will this document be publicised through Internal Communications?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will training needs arise from this policy</td>
<td>No</td>
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<tr>
<td>If Yes, please give details</td>
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Annex

Letter Template for Spotlight Prizes

PRIVATE AND CONFIDENTIAL
>Title> <Forename> <Surname>
<Division/Department/Research Centre>

Professional Services Staff Spotlight Prize

Dear <Staff Name>,

I am delighted to inform you that following a nomination by your line manager you are to receive a Spotlight Prize in recognition of your achievements in <add relevant criteria for nomination>.

This award consists of a non-recurrent prize of £300, which will be paid through the next payroll.

Thank you for your valuable contribution to the continuing success of the School.

Yours sincerely,

Andrew Young
Chief Operating Officer

cc:  <Group Head/Service Lead>
     <Line manager>
     <Nominating Line Manager>
     <Divisional/Departmental HR Partner>