

PAY POLICY

PURPOSE

UoNSU recognises that having a motivated and engaged staff team is fundamental to our success as a Union. Pay and benefits are one element of the total employment offer we make to staff, and an important one. Our reward arrangements should help us to attract, retain and engage people, and support a high-performing staff team.

This policy explains our approach to managing reward and the elements that are linked to it, notably our grading and job evaluation approach. We intend that there should be a consistent approach to managing and rewarding contribution across the Union. This approach aims to facilitate and support people making their best contribution and fulfilling their potential. It also outlines the process we will follow to achieve a fair and consistent reward package.

PRINCIPLES

Our pay framework is based on the following principles:

- We aim to have a reward system that is equitable, clear and easy to understand and apply.
- We will apply a common approach to managing pay for all staff, except where there are valid reasons for differentiation.
- We aim to provide a competitive reward package, taking into account the overall balance of pay, the broader reward package and affordability.
- We value length of service where it corresponds with continued growth and development in the role.
- We value the contribution that an individual brings to their role - not just what people achieve but also how they go about it.

These principles guide our approach to reward over the long term in support of our strategy. It is important to us that good performance should be rewarded through an increase to pay. This policy explains our approach to managing pay.

1. Job evaluation

Job evaluation is a consistent and systematic approach to defining and measuring the relative value of jobs within an organisation. It helps organisations 'weigh' their jobs fairly, so that all roles are measured against the same framework. It's important to note that job evaluation focuses on the job itself, not on the person who holds the job.

All jobs are allocated to one of six bands based on our Job Evaluation Scheme. The band for a job is informed by band descriptions that are based around six key dimensions:

- Decision-making
- Planning and organising for shared goals
- Problem solving
- Working with others
- Developing others
- Knowledge, skills and expertise

Further information on the Job Evaluation Dimensions is shown in Appendix A. The band profiles are shown in Appendix B.

There are two circumstances when a request for a banding review is appropriate. These are where a new post has been created and where a job has changed significantly:

- **New post:** Where a new post has been created, the job will be evaluated by the HR Manager, working with the line manager, and moderated by the Union's Job Evaluation Panel.
- **Changed role:** Where there is a substantial change in the responsibilities of a job (whether currently occupied or not), the line manager may ask for a review of that job to confirm whether it should be re-banded.

This process should begin with the line manager and job-holder(s) updating the job description. [Note - This should be objectively reviewed, agreed and approved by the relevant SLG member to ensure it is the most appropriate course of action before sending through to the evaluation panel via HR. This ensures that the job description reflects our organisation needs]. The evaluation will be undertaken by the HR Manager, working with the line manager, and moderated by the Union's Job Evaluation Panel who will confirm the final role banding.

Except when there are planned restructures, line managers' requests for a post to be evaluated should normally meet the following criteria:

- A request should not be made within 12 months of any previous request (the rationale for this is that the post should be reviewed holistically and any foreseen requirements for the role should have been incorporated in the original review).
- The staff member should have been employed in the post for 12 months or more.

2. The Union and the Living Wage

The Living Wage is a voluntary hourly rate, set independently and updated annually by the Living Wage Foundation. UoNSU has committed that our minimum hourly rate for career staff will be set at or above the Living Wage Foundation rate when the pay ranges are reviewed on 01 August each year.

3. Base pay ranges

Each band is linked to a pay range, reflecting the external market for the range of jobs that fall within the grade band.

The pay ranges are reviewed annually referencing:

- The economic environment and inflation
- Pay benchmarking and trends
- Earnings data
- Affordability

The upper and lower limits of the pay ranges will not go down following the annual review of the pay ranges.

The pay range review will be published in August and is effective from 01 August each year.

4. Annual Pay Award

The annual pay award budget will be proposed in the budget cycle and approved by the Trustee Board based on:

- Union performance
- The economic environment and inflation
- Affordability

The amount available for individual pay awards will also be informed by the agreed overall pay budget and any changes to the pay ranges. We expect that staff who are doing the same job as the year before, and are not within a formal performance management procedure, will all receive the same percentage increase.

5. Eligibility for the Annual Pay Award

There will be a single pay award date for all staff with effect from 1st August each year.

To be eligible for the annual pay award, you must meet two criteria:

- Achievement of a good level of performance where 'good performance' is the demonstration of your contribution in terms of Outcomes and Behaviours & Skills (see our [Performance Policy](#) for full details).
- Have successfully completed your probation before 01 August.

All pay awards will be paid as additions to basic salary except where staff are at the top of their pay range. Where this is the case, the part of the pay award that would take them beyond the pay maximum for their band will be payable as a one-off, non-consolidated award in August, i.e. not permanently added to basic salary and not pensionable.

The following exceptions will apply:

- Staff who successfully complete their probation after 01 August will not be eligible for the annual pay award until 01 August the following year.
- Where an individual is working their notice, no pay award will be given.
- Staff with a live disciplinary record as at 01 August are not eligible for a pay award. The agreed pay award for a 'good performer' will then be applied from the date of expiry of the live disciplinary record and will not be backdated.
- Staff whose performance falls within the Union's formal Performance Management Policy will not be eligible for a pay award, unless and until their performance has improved and is sustained for at least three months at the Union's 'good performance' standard. The pay award will not be backdated.

- If an individual has been appointed at or near the bottom of the range, we recognise that this could mean that their pay will fall below the normal minimum of the pay range ('red-zoned'). If, in the following year, the individual meets our 'good performance' standard, their pay will be brought back in line with the minimum of the pay range that applies at the time.

If staff are absent for a prolonged period of time (for example, through sickness or on maternity leave), they are still eligible for the annual pay award as long as they are not subject to the Union's formal Performance Improvement Policy.

6. Pay on Appointment

When appointed, staff are offered a salary based on consideration of the following four elements:

- The evaluated band for the job
- Their relevant experience
- The appropriate pay range for the job
- Relevant internal comparisons for staff doing the same or similar jobs.

7. Promotion

Where staff are promoted internally, or transferred to a higher band as a result of re-grading through the job evaluation process, they will move to at least the minimum salary for the higher band.

8. Temporary acting up or additional responsibility allowance

All staff are expected to help routinely in managing additional work as part of their duties, and to cover for their colleagues or manager during short-term temporary absence, annual leave, or short-term sick leave, without additional payment. Taking on new projects, additional responsibilities and acting-up on an occasional basis (e.g. during annual leave) provide people with the opportunity to develop new skills and experience. These additional short-term responsibilities attract no payment.

There may be circumstances when you are required to take on the responsibilities of a higher-banded role or part of a colleague's role for a significant period (for example, during maternity leave, whilst a post is vacant, or during a long-term sickness absence or secondment). In these circumstances, subject to approval, we will pay a temporary acting-up or additional responsibility allowance.

The payment will be made as a pro-rata allowance for the stand-in period only. It will be paid from the date it is agreed that the arrangement has formally started. This allowance will be pensionable.

The amount of payment will be set by the relevant SLG member in conjunction with HR, taking into account the nature of the additional responsibilities or the band of the job to which you're acting-up. If you are fully acting-up into a band above, the rate of allowance will bring your total pay up to no less than the minimum salary for the appropriate band for the relevant period.

The above allowances will be paid on a monthly basis during the period of additional responsibilities subject to approval by the SLG member. Where appropriate, the allowance will be back-dated to when the additional responsibilities were taken on.

The SLG member will confirm in writing to HR the period of temporary cover and when payment should be made. HR will write to the individual confirming details of the arrangement, the monthly payments that will be made and the anticipated end date of the period of temporary cover. In all cases, the temporary payment will stop at the agreed date unless specifically extended. It will not become a permanent and/or contractual part of your salary.

9. Approvals and monitoring

It is important that proper checks and balances are in place to maintain the integrity of the pay system, and to provide oversight of all pay recommendations and decisions. The steps below explain how we will do this.

Nominated line managers are responsible for making pay recommendations to their SLG member. In order to support the pay review process, line managers who are involved in making pay recommendations will meet as a group within their directorate ahead of the year end performance review process. The purpose will be to discuss their initial thinking on pay award and to ensure consistent standards are being applied for 'good performance'. HR will normally attend these meetings to ensure consistency of approach across directorates.

All nominations must be reviewed at Senior Leadership Group level. HR will support this process to identify possible anomalies or inconsistencies. Final approval of all awards will be made at a meeting of the SLG and ratified by People Committee. This is to ensure cross-organisational consistency. To prepare for this meeting, HR will analyse all proposals by directorate, by band and by gender in order to highlight any potential areas of bias.

Line managers are also responsible, in conjunction with their SLG member, for making appointment salaries, ensuring that these are appropriate and realistic for the situation. Before going out to recruit, the recruiting manager should liaise with HR to validate advertised salaries and to check if there are any internal comparisons that need to be taken into account.

Records will be kept of all pay decisions and recommendations, to enable monitoring for internal equity.

10. The annual pay review timetable

The normal timetable for the events described in this policy will be as follows:

- Review of pay ranges and evaluation of annual pay award (March-May Budget Setting) [If applicable, market supplements are reviewed]
- Proposed annual pay award budget finalised for recommendation to Trustee Board sub-committees (May)
- Pay award reviewed and recommended by People Committee, and annual budget impact reviewed and recommended by Finance Committee (June)
- End of year performance reviews (June – July)
- Managers make recommendations for 'good performance' pay awards (July)
- SLG members consider all cases for pay awards outside of the norm for their directorate, supported by HR where required (July)
- Union-wide review of pay recommendations, supported by HR analysis of the distribution of pay awards outside of the norm, by gender and by band (July)
- Trustee Board sign off the pay budget for pay year starting August (July)

11. In the event of disagreement

If an individual feels that due process has not been followed in respect of their pay, or wants to query an outcome, they should do so initially by discussing the matter with their line manager. If this does not resolve the issue, they should follow the procedure for dealing with grievances detailed in our [Grievance Policy](#).

Appendix A - Job Evaluation Dimensions

Summary description of the six dimensions

1. Decision-making

- Accountability for decisions, ranging from day-to-day and focused on own work through to making decisions that have long term impact, whether internal and/or external, and creating the environment for others to deliver.
- Level of oversight/supervision/guidance i.e. level of autonomy; from closely supervised through to Trustee level oversight/direction.

2. Problem solving

- Extent to which solutions to issues are constrained by precedent, established practice and policy and the degree to which role is required to develop solutions to new/complex/ambiguous situations that require strategic thinking. Incorporates analysis of benefits and risks of different courses of action.
- The level of initiative /innovation required in coming up with new ways of doing things.

3. Working with others

- The breadth of contacts, from working at an individual level where common courtesy is required through to complex relationships with a range of stakeholders.
- How communication skills are applied in working with others (beyond own direct reporting relationships). Spans from day to day transactional, straightforward relationships with individuals that are mainly about the exchange of information through to influencing, persuading, negotiating, and having representational role on behalf of the Union.

4. Developing others

- The skills required in taking responsibility for others, whether direct operational management, or coaching and guiding others to achieve high performance through applying advanced expertise and demonstrating leadership.
- i.e. this dimension includes an 'either/or' at higher levels i.e. i) operational line management or ii) through expertise guides, mentors, coaches, trains others at increasingly high levels.

5. Planning and organising

- The level of skill required to plan, design and organise programmes of work and to organise/ project manage the resources through to successful delivery: ranges from organising self through to organising complex programmes with multiple stakeholders/conflicting priorities and resource coordination.

6. Knowledge, skills and expertise

- Level of specialist/technical expertise: from core administrative/operational tasks that can be learned on the job through to breadth and depth sufficient to manage a significant area of the Union's activities.

This dimension reflects both:

- Knowledge and skill in a specific area of expertise, and
- Sufficient organisational/management experience and understanding to manage a part of the organisation.

Appendix B – Band Descriptions

Band A	Roles at this level require ability to demonstrate most or all of the following:
Decision-making	Work on well-defined tasks and activities . Makes decisions or takes actions relating to own work where impact is typically visible and limited to the immediate task in hand . Supervision is readily available and manager sets priorities , giving guidance on unfamiliar tasks/situations.
Problem solving	Work is mainly guided by established ways of doing things, procedures, and straightforward techniques where there is a limited range of choices . Scope for initiative or solving problems is mainly limited to suggesting improved ways of performing tasks and knowing when to ask others for guidance on non-standard issues.
Working with others	Work requires straightforward co-operation with a range of individual contacts, which may include colleagues in other departments, customers or suppliers. Communication mainly involves obtaining, exchanging or providing information on transactional/practical matters and requires the individual to demonstrate rapport and respect the views of others.
Developing others	Work cooperatively as a team member.
Planning and organising	Organise own work on day-to-day basis in order to achieve allocated tasks to specified standards and agreed expectations. Use allocated resources or equipment cost-effectively or handle information appropriately in day-to-day work e.g. recording data and running reports.
Knowledge, skills & expertise	Apply general education, background knowledge and vocational training to a variety of practices, tasks and processes that are considered routine for an area of work that can be learned within a short period of on-the-job experience .
<i>Indicative roles</i>	<i>Entry level operational delivery</i>

Band B	Roles at this level require ability to demonstrate most or all of the following:
Decision-making	<p>Work spans a range of tasks. Activities or decisions mainly impact in a straightforward way on perceived quality of service or effectiveness and will be felt within a short timeframe.</p> <p>Manager agrees work plan and provides guidance when jobholder cannot resolve issues.</p>
Problem solving	<p>Typically there will be a known range of solutions to specific issues, but resolving them requires some fact-finding and interpretation.</p> <p>Initiative required to find improved ways of doing own work, working collaboratively to find ways to improve ways of working or work processes/methods and knowing when to refer challenging issues on to others.</p>
Working with others	<p>Work with a network of individual contacts internally: may be first point of contact responding to internal, university or external contacts requesting service or information: may establish/maintain straightforward relationships with customers or individual representatives of external bodies on behalf of the Union.</p> <p>Build rapport with others, tailoring presentation and approach in order to communicate or exchange detailed information.</p>
Developing others	<p>May show less experienced knowledgeable staff how to do things. Work cooperatively as full team member in own work team and other work teams if required.</p>
Planning and organising	<p>Organise own work to deliver outcomes in line with timescales and work plan agreed with line manager.</p> <p>May perform activities such as requesting, reconciling or reporting on information, expenditure or income, or maintaining equipment; flagging up resource shortfalls that impact on ability to perform allocated work.</p>
Knowledge, skills & expertise	<p>Apply full proficiency in, and keep up to date with the skills required for an area of administrative or practical work, including familiarity with standards and 'tools' of the job.</p> <p>Learn skills, policies or methods that enhance the application of practical/administrative skills, enabling jobholder to address a range of standard issues in a practical/administrative area of work.</p>
<i>Indicative roles</i>	<i>Administration/competent operational staff</i>

Band C	Roles at this level require ability to demonstrate most or all of the following:
Decision-making	<p>Work is varied and focuses on the achievement of agreed department/team or service delivery goals. Activities, recommendations or decisions impact on own/team's ability to meet department targets/objectives. Role has a localised influence on the perceived quality of service in the immediate/short term.</p> <p>Manager agrees priorities and reviews progress against targets or standards, and is available to deal with more complex issues.</p>
Problem solving	<p>Some problems or issues need detailed information gathering, investigation and interpretation including analysis of costs / benefits, risk assessment and working with others to create solutions or recommendations.</p> <p>Developing solutions regularly involves exercising initiative and may involve some creative thinking to come up with new or different ways of tackling an issue.</p>
Working with others	<p>Coordinate or build a network of individual contacts and/or maintain relationships with customers, representatives of external bodies or the university, as a representative of the Union.</p> <p>Clearly communicate specialist or technical information to individuals, groups or bodies, adapting to the needs of the audience. May be involved in developing/maintaining relationships that require persuasive skills to achieve cooperation where priorities and expectations differ.</p>
Developing others	<p>May be responsible for allocating and checking work of less experienced colleagues, explaining how things are done or coordinating the work or activity of others. May train or guide individuals or groups in standard skills for a defined area of expertise.</p>
Planning and organising	<p>Plan and prioritise own work to achieve objectives and may input to planning work of others, or involved in running small projects or participate in work streams of larger projects.</p> <p>May monitor budgets or income; may have delegated responsibility for allocating physical resources, for income generation, for reconciling budgetary information or for delegated budget.</p>
Knowledge, skills & expertise	<p>Proficiency required in a range of specialist work procedures and techniques, based on relevant work experience, training and/or vocational/professional qualification or part-qualification.</p> <p>Job requires skills to be maintained through appropriate training and development activities with the aim of applying up-to-date on-the-job specialist knowledge.</p>
<i>Indicative roles</i>	<i>Senior administrator/coordinator/team leader/entry level specialist or professional.</i>

Band D	Roles at this level require ability to demonstrate most or all of the following:
Decision-making	<p>Deliver against specific objectives, within the context of an annual plan or departmental work/project priorities. Decisions, recommendations or actions impact on operational effectiveness and/or quality of service provided by the department, impacting on ability to meet wider directorate objectives in the short to medium term.</p> <p>Guidance or reference to managerial or professional authority may not always be readily available. Reporting relationship based mainly on reviewing quality of work, progress against plans and objectives.</p>
Problem solving	<p>Problems or issues encountered in work are sometimes complex. Required to look beyond and challenge existing understanding/situation to create recommendations or outcomes that are not readily apparent from data or information alone.</p> <p>Seek out and investigate new and diverse sources of information, or generate new creative ideas to develop solutions and direction. Detailed risk assessment is required.</p>
Working with others	<p>Develop and maintain professional relationships on behalf of the Union; may be involved in developing new external professional or business relationships or working with new groups of customers.</p> <p>Demonstrate competency in persuading or influencing colleagues, external representatives or bodies in a range of situations, demonstrating advanced communication skills.</p>
Developing others	<p>Team leadership responsibility for coordinating the work of others including work allocation and monitoring and identifying training needs.</p> <p><u>OR</u>: formal line responsibility for one or a small group of staff doing similar work, including coaching and guiding others to meet their potential and achieve better performance.</p> <p><u>OR</u>: specialist whose role requires them to be an internal or external point of reference and who advises, guides or trains others.</p>
Planning and organising	<p>Planning may cover an extended work/project plan and involve coordinating a range of resources. May contribute to development of annual operational plan.</p> <p>May have delegated responsibility for managing project or team financial resources or physical assets, for delivering specific income generation targets or delegated responsibility for contractor/supplier liaison or day to day management.</p> <p>May provide guidance and advice to others on budgetary or income generation issues or have formal input into allocation or procurement of directorate resources.</p>
Knowledge, skills & expertise	<p>Skilled in a specific area of expertise that requires theoretical or advanced technical/specialist knowledge gained through vocational or professional qualification, practical expertise, and/or equivalent relevant specialist experience.</p> <p>Job requires skills to be kept up to date through appropriate continuing professional/specialist/technical development activities and keeping up to date with the latest thinking and relevant trends.</p>
<i>Indicative roles</i>	<i>Manager/experienced technical/specialist/professional</i>

Band E	Roles at this level require ability to demonstrate most or all of the following:
Decision-making	<p>Make decisions or recommendations within agreed overall priorities. Director guidance is given on overall work direction and difficult cross-functional or intractable issues.</p> <p>Role impacts on perceived quality of service/performance of directorate, including achievement of specific annual directorate objectives and contribution to development and implementation of longer-term goals. Impact may extend to other areas of work in the Union and is likely to relate to specific directorate outcomes that affect ability of the Union to meet its goals in the medium term.</p>
Problem solving	<p>Work on complex specialist/ technical issues requiring substantial creative or analytical ability. Problems and issues, and risk and benefit analysis may have implications across more than one directorate.</p>
Working with others	<p>Develop and maintain a range of professional relationships with external bodies on behalf of the Union and build new relationships that are operationally and strategically important.</p> <p>Encourage colleagues to support and then manage these relationships, where appropriate.</p>
Developing others	<p>Formal management responsibility for managing a service or group of staff in a specialist area of work, managing and developing the team's potential. Take a lead in managing cross-disciplinary projects.</p> <p>AND/OR lead expert in a broad field of work with no direct management responsibility but focusing on delivering results through providing specialist advice, coaching, training, technical support or otherwise guiding and coordinating the work or contribution of others to ensure successful transfer of knowledge, processes, tools or methodologies.</p>
Planning and organising	<p>Plan and organise work across a broad range of activities and priorities covering the duration of the annual plan and potentially beyond; may require resolving conflicting resource allocation priorities.</p> <p>Contribute to development of the annual plan.</p> <p>Manage delegated budget, taking resource accountability for service or income generation target, manage external contractor/supplier contracts or provide cross-organisational advice on budget spend, allocation or use/procurement of resources.</p>
Knowledge, skills & expertise	<p>Apply deep or broad specialist, professional or technical expertise that is required in role as a specialist authority in a specific area of expertise, internally and externally or by demonstrating a breadth and depth of expertise that enables role holder to manage a significant area of work.</p> <p>Continuous personal development focusing on new or related areas, developments, trends and thinking in own professional/ managerial area that move organisational thinking forwards in a broad area of expertise.</p>
<i>Indicative roles</i>	<i>Manager with functional responsibility – turning strategy into operational delivery; includes lead experts/professionals</i>

Band F	Roles at this level require ability to demonstrate most or all of the following:
Decision-making	Together with director colleagues, support the Board in creating a vision, defining strategic direction and policy changes that impact on the Union's overall direction: interpret strategic direction into objectives for own directorate and through sponsorship of organisation-wide projects. Role has long-term impact on operational effectiveness, on the Union's ability to deliver its long-term strategy and on the external perception of the Union.
Problem solving	Resolve highly complex strategic issues taking into account risks and benefits for the Union as a whole; anticipate long term consequences of change and future trends. Collaboratively, with senior colleagues, manage and mitigate any risks involved in moving the Union in new directions.
Working with others	Use high-level inter-personal and persuasion skills to influence staff, stakeholders and/or important external bodies or opinion formers , in a way that encourages dialogue, and removes barriers to effective involvement even where there are significant differences of opinion. Act as a figurehead on major internal/external communications initiatives and represent the Union in a range of public settings.
Developing others	Lead in developing the work related skills and capabilities of others. Provide inspirational direction in own directorate, holding self and others accountable for developing others. Ensure implementation of people policies and development practices , within directorate and/or across the Union.
Planning and organising	Long term strategic planning as well as responsibility for the annual plan at directorate and cross-organisational level. Devise and control directorate budgets and contribute to overall management and prioritisation of the Union's resources.
Knowledge, skills & expertise	Apply extensive senior level expertise , acquired through directing and/or managing high-level activities within an organisation, and through a broader understanding of the external environment and trends. Maintain a breadth and/or depth of knowledge in own professional area sufficient to provide oversight and strategic direction. Knowledge and expertise kept up-to-date through looking at broader external political, economic and technological/specialist trends as well as developments in own area of expertise.
<i>Indicative roles</i>	<i>Senior Leadership Group member</i>