



Pay Review Policy and Procedure

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Purpose

ELATT is committed to the highest standards in staff management and wishes to ensure that staff are suitably motivated and rewarded for their efforts and achievements at work.

The effectiveness of this policy will be measured by staff satisfaction and motivation, achievement of business plan and achievement of appraisal objectives.

Managers bear the responsibility of applying the procedure fairly and responsibly. Staff hold the responsibility to understand the policy and procedure and utilise the procedure as appropriate.

Definitions

Salary Scale

A salary scale comprises a range of salaries relating to jobs that are in the same group or of a broadly similar nature. The scale on which a job is placed is determined by the primary function of the job within the organisation.

Grade

Each scale comprises a number of grades. A grade sets a salary range and defines clear criteria that jobs must meet to qualify for that grade. The criteria establish thresholds in duties, skills, performance and relationships with external agencies and other staff.

Requirements of the procedure

Basic Pay

Every job at ELATT is assessed and allocated to a grade on a salary scale within the Salary Structure. The salary structure provides for five scales:

- Management
- Service Delivery
- Specialist
- Administrative
- Trainee/Apprentice

The Chief Executive's salary is not on these scales but is subject to this policy.

This policy is non-contractual and may change from time to time.

Grade and Salary Determination

On appointment to a job, the scale and grade is determined by the job. The exact rate of pay on appointment is normally at the bottom of the range. However:

- There should be broad parity with other staff performing similar roles within the organisation (subject to variations stipulated below), and;
- Market conditions or the candidate's experience may mean that the salary may vary up or down from broad parity or from the bottom of the range.

The rate of pay is agreed between the Line Manager and the member of staff; will be confidential; written into contract and will not be disclosed to other staff.

Cost of Living and surplus share increases

The Remuneration Sub Committee determines the cost of living increase or surplus share considering the following factors:

1. Changes in the retail price index for the previous year
2. Salary movements in the public sector/ education sector/ all sectors.
3. Affordability for ELATT

The Remuneration Sub Committee will determine annually, and based on affordability and financial forecasts, whether to offer a cost of living increase and/or a whole staff surplus share. All decisions are based on the overall ongoing health of the organisation.

All staff are in scope for a cost of living increase or surplus share. In the event there are any particular eligibility rules, the Chief Executive will communicate this as relevant to a particular year.

Value

The value of cost of living increase or surplus share is determined by two factors:

1. The surplus made by the organisation in the previous year; the surplus forecast for the current and following year; and the available budget identified by the Remuneration Sub Committee.
2. The salary of the individual.

Re-grading

Staff who develop their role to take on additional responsibility or demonstrate sustained exceptional ability may seek to have their job description re-written and their post re-graded during Performance Appraisal in any given year. This is subject to affordability within the given department's annual budget.

Applications for a re-grade require the staff member to make a clear explanation that their established existing duties meet the criteria of the next grade. It is necessary for the staff member to fulfil the developed role for a period of at least three months before seeking the re-grade.

A full review of the job description is carried out to ensure that the job description reflects the duties of the new re-graded position. Staff should not expect to be relieved of other duties when seeking a re-grade.

Where the re-grade is related to performance, the review of job description will involve establishing more demanding and challenging targets and objectives for the post. The competency levels for each grade are detailed in the Pay Scale document.

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Exceptional Pay Rises or Bonuses

The Remuneration Sub Committee reserves the right to allow staff to apply for an Exceptional Pay Rise or Bonus in years where the organisation as a whole has failed to reach its targets or achieve its desired performance. This facility is typically triggered only in a period of financial deficit, where overall performance means the Committee has inadequate budget to provide cost of living increases or surplus share to all staff.

Criteria

The Minimum Requirements to be considered for an Exceptional Pay Rise or Bonus are:

- Excellent performance against all appraisal objectives set under all of ELATT's Key Performance Indicators.
- Demonstrable commitment to ELATT's Values.
- Attendance at work (on site or at home) of at least 95% of working days (not including annual leave and allowing for TOIL).

Application

The Chief Executive will circulate the Exceptional Pay Rise or Bonus form to all staff who have met the Minimum Requirements in any given year that the Remuneration Sub Committee makes this facility available. To demonstrate Exceptional Performance, an employee must show that they have:

- Significantly exceeded the expectations or targets of their role, and;
- Contributed in areas outside of their formal remit.

The Application Form typically covers:

1. The additional responsibilities and exceptional performance demonstrated throughout the year.
2. Illustrations of how the individual has demonstrated commitment to ELATT's Values.
3. The outcomes (both 'hard' and 'soft') that this activity achieved.
4. The key contribution the individual personally made towards these outcomes.
5. How these achievements have added value to ELATT and can be sustained.

Any Exceptional Pay Rise will be within the salary range for the grade. The value of any bonus will be at the discretion of the Remuneration Sub Committee.

Staff may seek the assistance of their manager or other staff in the preparation of their application. The Chief Executive will then seek a confidential supporting statement from the individual's line manager prior to review by the Remuneration Sub Committee.

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Review and The Remuneration Sub Committee

The Board will convene a Remuneration Sub Committee each year containing such trustees as the Chair and Board select.

This Policy and Procedure will be reviewed by the Remuneration Sub Committee of the Board each year.

The Remuneration Sub Committee will meet no earlier than Audited Accounts are available each year and the budget for the following year is finalised. This usually places meetings in the June – July period, and no earlier than May.

The Committee considers:

- The scales, grades and range of salaries, wherever possible in comparison to national benchmarks.
- The cost of living increase or surplus share to be offered each year.

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