



Pay and Reward Policy



STUDENTS' GUILD

Pay and Reward Policy

1	Policy Statement	2
2	General Principles	2
3	Grading of Roles	2
4	New Appointments	3
5	Increments	4
6	Annual Cost of Living Review	4
7	Salary Enhancements for Temporary Additional Responsibilities	4
8	Internal Moves	5
9	Salary protection	5
	Grading Criteria	0

1 Policy Statement

- 1.1. The University of Exeter Students' Guild (the Guild) is committed to ensuring it has a fair, equitable and transparent approach to pay and reward that:
 - enables the Guild to recruit and retain talented people that will enable it to become an outstanding organisation;
 - encourages and recognise development, progression, high-performance and positive behaviours in line with the organisation's values and behaviours;
 - is (and is seen to be) fair, equitable and transparent;
 - ensures compliance with relevant employment legislation including minimum pay and equal pay legislation, and enables the Guild to build a diverse workforce; and,
 - is sustainable, affordable and enables the Guild to deliver outstanding services, representation, and opportunities to Exeter students;
- 1.2. Our Pay and Reward Policy, along with our pay framework, pay and reward principles and role grading criteria are designed to ensure the above objectives are met and that we apply a consistent approach to pay and pay decisions.
- 1.3. This policy applies to all permanent full and part-time employees. It does not apply to elected officers, trustees, volunteers, interns, apprentices, contractors or agency workers (unless expressly stated within the policy).

2 General Principles

- 2.1 Our pay grades reflect the work required and level of responsibility of each role. They are not intended to be reflective of personal circumstances or individual performance in the role.
- 2.2 Roles are grouped based on similar levels of responsibility and placed within the same grade of pay. An employee will not necessarily be on the same salary as a colleague in an equivalent role (with similar responsibilities), but should be within the same grade.
- 2.3 As a small organisation, it is not always possible for colleagues to progress or be promoted vertically through our structures. We accept that sometimes we'll be seen as an incubator for talent and that this means that colleagues may move to other organisations to achieve career advancement. We'll celebrate our role in developing people, support their progression and be happy about the role our organisation has played in shaping our colleagues' careers.
- 2.4 New starters will usually be placed on the bottom spine point of their grade, and only at a higher point with the permission of the Chief Executive. This should be reserved for candidates who have demonstrated exceptional capability during the assessment process. This is to allow for sufficient salary progression with the grade and to ensure equity and fairness. We recognise that people from minoritised-backgrounds may have faced additional barriers in their careers and therefore we will not base our pay decisions on previous salary or a candidates' willingness to negotiate, as we know this can contribute towards pay inequality.
- 2.5 Increments will be awarded annually, subject to affordability (as determined by the Board or its sub-committees). Increments should not be seen as automatic but will generally be awarded where possible.
- 2.6 Student staff are appointed to roles on an hourly rate of pay in line with the Real Living Wage. Student staff roles are not assessed or evaluated against the grading criteria, but will periodically be checked to ensure expectations and responsibilities are reasonable and fair at the hourly rate of pay.

3 Grading of Roles

- 3.1 All roles within the Guild structure are considered against a set of six criteria:
 - Communication and Networks;
 - Strategy and Planning;
 - Decision-Making and Problem Solving;

- People and Finances;
 - Risk Management;
 - Technical Knowledge and Skills.
- 3.2 The process of grading (or re-grading) roles will ensure and require that all roles have clear, up to date and high-quality role profiles and person specifications.
 - 3.3 HR and SLT will work with line managers to consider these criteria when designing new roles and reviewing current grading. All grading reviews will need to be approved by the Chief Executive.
 - 3.4 The role grading criteria aim to provide guidance to ensure consistency and transparency in how roles are designed and graded across the organisation. They are not intended to be used as a detailed job evaluation or scoring tool.
 - 3.5 The grade of a role will generally be reviewed or considered when:
 - a new role is introduced or a vacant role is reviewed before beginning a recruitment process;
 - an existing role changes significantly (usually this would be as a result of changes to the strategy or operational plan, and should not happen on an ad-hoc basis); or
 - a colleague requests that their grade is reviewed because they do not believe the expectations of the role are appropriate to the grade and/or in line with other roles at the same grade. In this case, the individual should first discuss their concerns with their line manager.
 - 3.6 The grading of a role will be determined by the role profile and person specification, which will be considered alongside other roles within the Guild to assess its overall fit within the structure. Grading reviews are always based on the core requirements of the role rather than any additional projects or development activity that a colleague has initiated, without necessarily being a requirement of the role.
 - 3.7 HR and SLT will work with the relevant line manager to assess the grading for the role and to ensure that the role profile clearly and accurately articulates the responsibilities and expectations of the post.
 - 3.8 If the review is initiated by the role-holder, they and their line manager will discuss where the expectations of the role are misaligned with the grading criteria and, if necessary, will meet with a member of the Senior Leadership Team (or the CEO if the line manager is a Senior Leader), if the issue cannot be resolved. The purpose of this meeting is to enable the role holder to articulate the reasons why they believe that the responsibilities and expectations of them are outside of the current grade. The relevant SLT member (or CEO) will decide, using the grading criteria as a guide, whether the expectations of the role holder are unreasonable; and if they are, whether that should be resolved by those expectations being adjusted, or by the role being considered for regrading.
 - 3.9 Once the decision has been made, the Senior Leader (or CEO) will confirm the outcome to the role holder and the line manager. If the outcome involves a regrading of the role, this will need to be approved by the CEO ahead of any changes being implemented.
 - 3.10 If there is a delay in applying any pay increase, back pay may be awarded for a maximum of three months, at the discretion of the CEO.
 - 3.11 If the role holder is not satisfied with the outcome of the review process, they may raise their concerns using the Grievance Policy and Procedure.

4 New Appointments

- 4.1 All new colleagues will usually be offered the role on the lowest level of their allocated grade. This will be made clear in our recruitment packs and job adverts.
- 4.2 There may be some cases where a candidate is offered the role at a higher spine point within the grade, with approval from the Senior Leadership Team. This decision should be reserved for very strong candidates who have demonstrated exceptional skill or capability and should not be higher than the third spine point within the grade.

5 Increments

- 5.1 At the start of each new Academic year (August), colleagues may be eligible to move up to the next spine point within their allocated grade.
- 5.2 The Trustee Board or its sub-committee(s) will consider budget and affordability to determine whether increments are affordable and, if so, how much can be allocated.
- 5.3 Employees will only be eligible for an increment if they have successfully completed their six-month probation prior to the implementation date.
- 5.4 Once a colleague has reached the spine point at the top of their grade, they will not be eligible for any further increments, unless the role is regraded, or they move into a new role.

6 Annual Cost of Living Review

- 6.1 A 'Cost of Living' review will take place annually, and any increases will be determined by the Board or its sub-committee(s). These decisions will take into consideration a number of factors which may include (but is not limited to) national negotiations, rate of inflation, changes to cost of living and the Guild's affordability.
- 6.2 'Cost of Living' increases will usually become effective from 1st August and will apply to all spine points within the pay structure, including student staff (in line with the Real Living Wage) and elected officers.

7 Salary Enhancements for Temporary Additional Responsibilities

- 7.1 Proposals for temporary salary enhancements will be considered by the Senior Leadership Team. An enhancement may be considered for an employee who, for a temporary period of at least three months, either:
 - 'Acts up', taking on significant additional managerial or supervisory responsibilities, or
 - Covers a substantial amount of another role at the same level, in addition to their own responsibilities, requiring a significant extra contribution.
- 7.2 Salary enhancements are made as a monthly payment, are taxable but not pensionable, and will not be consolidated into a colleague's basic salary.
- 7.3 If the colleague is temporarily taking on the full responsibilities of a role at a higher grade, then the salary enhancement would usually be to the value of the difference between their current spine point and the bottom spine point of the 'acting up' role, however a higher spine point may be considered at the discretion of the Chief Executive.
- 7.4 If the additional responsibilities do not equate to fully covering another role, then a lesser enhancement will be awarded. This would be considered and decided by the Senior Leadership Team. The enhancement would usually be calculated by taking the gap between the current spine point and the agreed spine point of the 'acting up' role and assigning a percentage depending on the level of responsibility. For example:

A colleague at Grade B takes on additional responsibility equivalent to 60% of a Grade C role. They receive an additional responsibilities allowance equivalent to 60% of the difference between their current spine point and the bottom spine point of the 'acting up' role.
- 7.5 If the colleague is temporarily taking on a significant amount of additional work in order to cover another role at the same level, in addition to their own responsibilities, then the salary enhancement would usually be decided by the Senior Leadership Team as a percentage of the colleague's current salary, up to a maximum of 15%.
- 7.6 Where an employee is on a protected salary due to organisation restructure (see section 9), then any salary enhancements will be applied to the grade for the employee's role, rather than their protected salary.
- 7.7 The following situations will not usually be eligible for a pay enhancement:

- Periods of additional cover of less than three months.
- Managers or supervisors taking on duties from among roles within their own team.

8 Internal Moves

8.1 The following principles will be applied when colleagues moved between established roles:

- Move from a lower to a higher grade – if an employee moves from a lower to a higher graded role, they will move into the relevant grade at the lowest spine point (irrespective of their previous spine point).
- Move from one role to another within the same grade – if an employee moves from one role to another within the same grade, the employee will remain on the same spine point.
- Moves from a higher to a lower grade voluntarily – if an employee moves from a higher graded role to a lower graded role through their own choice, the employee will transfer to the equivalent spine point on the new lower grade.
- Move from a higher to a lower grade as a result of redundancy – if an employee’s role becomes **redundant** and they accept a role at a lower grade, the employee will move to the highest spine point of the lower grade and their salary will be protected in line with section 9.

9 Salary protection

9.1 Salary protection occurs when a role holder’s salary for the role has reduced due to a re-grading of the role, or because of organisational change. This means the role moves from a higher grade to a lower grade, but the role holder’s pay is temporarily protected at the higher level.

9.2 Where this occurs, we will agree a ‘with effect from date’ with the role holder. The Guild will protect the affected role holder’s salary at the higher level and gradually move them to the highest spine point of the grade for the role as outlined below.

9.3 The affected role holder will not receive any salary enhancements during the period of protection. The reason for this is so not to further inflate their protected salary and create a greater gap.

From agreed ‘with effect from’ date	Impact on role holder(s) salary
First 12 months	Fully protected at the higher grade (without increments)
Second 12 months	50% protected on the higher grade (without increments)
Thereafter	Salary will decrease to the highest spine point of the role grade

9.4 In the case of a protected employee being made redundant, the employee’s redundancy payment will be calculated on the protected salary sum.

Grading Criteria

These criteria are developed, and tailored, specifically for The University of Exeter Students' Guild. They are similar to criteria that contribute to other role grading models and have common elements with schemes in a number of other students' unions and similar charities.

Role	Communication and Networks	Strategy and Planning	Decision Making and Problem Solving	People and Finances	Risk Management	Technical Knowledge and Qualifications
Grade A (Assistant, Administrator, Intern, Student Support)	Communicates straightforward information on request and has basic dealings with stakeholders and partners.	Assists with the delivery of plans for the benefit of internal stakeholders and members.	Works within existing procedures with some limited discretion in prioritising own work; anything unusual is usually referred to others.	Plans and organises own work schedule with some limited planning. Delivery of projects utilising allocated resources.	Responsible for alerting others to areas of concern and ensuring own actions promote a positive / safe environment and avoid unnecessary risk.	Basic knowledge or experience is required.
Grade B (Coordinator, Student Staff Supervisor)	Communicates ideas and plans in an appropriate and sometimes detailed manner. Works with internal and external stakeholders and will manage some relationships.	Inputs into the development of team/department plans and takes on a role in the delivery of services.	Given projects to coordinate and problems to resolve within pre-agreed parameters with supervision.	Has accountability for monitoring and operating within agreed budgets. May have some responsibility for supervising and supporting volunteers and/or activity funds i.e., society accounts.	Engages with partners or others in the organisation to identify areas of risk. Improves working practices and procedures to mitigate risk.	Some knowledge or experience is required, potentially including in some specific areas.
Grade C (Senior Coordinator, Advisor, Technical Specialist, Team Supervisor)	Communicates ideas and plans in an appropriate and sometimes detailed way. Sometimes information will be sensitive in nature (i.e., advice). Works with internal and external stakeholders and will manage some key relationships.	Inputs into the development of team/department plans and takes on a role in the delivery of services.	Given projects to coordinate and problems to resolve within pre-agreed parameters with limited supervision. May lead on projects/problems in own area of technical expertise.	Has accountability for monitoring and operating within agreed budgets. May have some line-management or supervision responsibility and may be responsible for small budgets, purchasing and/or reconciliation.	May be responsible for specific areas of high risk within own area of work i.e., financial controls, 1-2-1 advice, HR responsibility or leading small functional areas.	May require technical knowledge and/or experience in a specific area such as advice, design, finance, IT etc.

Role	Communication and Networks	Strategy and Planning	Decision Making and Problem Solving	People and Finances	Risk Management	Technical Knowledge and Qualifications
Grade D (Manager)	Interprets and communicates information to relevant internal and external stakeholders in an appropriate way using different channels. Will manage a range of key contacts and relationships.	Engages and partners with key stakeholders in order to develop plans and will be accountable for delivery of specific parts of department plans.	Responsibility for operational decisions and identifying / resolving problems at a local level.	Responsible for managing team level budgets and the management of people within the Guild.	Responsible for the creation and implementation of policies, procedures and risk assessments to effectively manage risk.	Good level of knowledge and experience required.
Grade F (Head of)	Communicates complex information and has responsibility for structuring communications in an appropriate format. Will develop long-term strategic partnerships and influence external decision-making.	Responsible for a significant part of strategic plan delivery on an organisation-wide basis and drafting department operating plans.	Responsible for strategic decision-making in own department and contributes to Guild-wide strategic decisions. Required to undertake research in order to tackle and resolve critical organisational problems.	Responsible for significant budgetary planning and management of managers and/or department-level resources.	Responsible for analysing, managing and reporting on specific and significant areas of strategic risk at an organisation-wide level.	Specific and/or specialist knowledge is required in order to fulfil the role.
Grade G (Chief Executive)	Communicates complex and challenging matters to a wide range of stakeholders in a complex and/or technical manner. Ultimately accountable for the reputation and brand of the Guild and acts as a leader in managing critical stakeholder relationships.	Sets overall service standards, strategic direction and expectations across the whole organisation. Monitors and evaluates performance.	Ultimately accountable for internal decision-making and implementing Board-level decisions. Required to resolve problems and challenges involving complex matters and conflicting data.	Responsible for the long-term strategic planning of people and financial resources across the organisation and management of senior leaders.	Overall responsibility for appraising and managing key strategic risks on behalf of the Board, and is ultimately accountable for risk management.	Highly knowledgeable in the majority of the fields in relation to the organisation's work including finance, governance, HR and leadership.