

Pay and Grading

Reference: GN40

Effective date: 1 October 2011

Page no: 1 of 10

Approved: 1 October 2011

Last revision date 23 Jan 2019

Next revision due: Jul 2021



Introduction

This policy sets out Windmill Hill City Farm's approach to pay and grading and salary progression. Its first incarnation was implemented in October 2011 as a 'Pay and Grading Handbook' and was the first time a structured grading system had been in place. This first revision aims to simplify further the system and to bring it into line with current practice.

With the system now embedded in the organisation, there are two situations in which job grading takes place: appointment of a new job; and where significant changes are made to an existing job. In either circumstance the job description is compared to grade descriptors to determine a 'job size'. This factor, along with internal and external comparisons, then determines the expected pay band.

The most significant change from the original scheme is the removal of 'job families'. In practice jobs have been benchmarked to similar external roles and comparisons of job size are now made across the organisation as a whole. The grading structure has six levels (A-F) and the grade descriptors are based on four broad factors (knowledge, communication, responsibility, planning).

The scheme aims to

1. Be easily understood
2. Be transparent and flexible
3. Be straightforward to maintain and administer
4. Give the same approach for everyone
5. Enable management and control of costs
6. Support professional development

Pay & Grading Policy

To achieve its ambitions and goals, the organisation needs to recruit, retain and motivate high performing people. We seek to recruit and retain the best people for the job, from a wide range of individuals with different backgrounds to give a strong and diverse workforce (see GN18 Recruitment Policy).

The pay and grading structure has been developed with staff, board members and external HR expertise and focuses on job size. Pay has no performance element to it. The primary reasons for this are:

- To allow staff review meetings to be more open discussions without the pressure on staff to 'sell' their performance.
- To foster a greater feeling of team effort leading to success rather than individual claims of impact.
- To avoid a sense of favouritism or arbitrary measures of success being applied.
- To retain a uniformity in reward for delivery of the same job: good performance is expected as a norm, and poor performance managed.

There is the possibility of advancing pay within the grade of the role where staff have grown into a role or become more capable of fulfilling it eg achievement of new qualifications, taking on more autonomy or responsibility (at a level below that requiring a full re-grade of the role).

The Pay and Grading Structure

The pay and grading structure has six levels (A-F) each of which are defined by the following factors:

- ◆ Knowledge and experience needed
- ◆ Internal and external communication (human relations skills)

Pay and Grading

Reference: GN40

Effective date: 1 October 2011

Page no: 2 of 10

Approved: 1 October 2011

Last revision date 23 Jan 2019

Next revision due: Jul 2021



- ◆ Responsibility and influence
- ◆ Planning and organising

These factors are used as they not only describe the key things that differentiate between roles but they can also be linked to and underpinned by an analytical job evaluation process to provide integrity to the scheme without having the bureaucracy of a large scale job evaluation process on an ongoing basis. The grade descriptors are shown in full at Appendix A.

A copy of the pay bands effective from Apr 2019 is included at Appendix B.

The Process

Matching Roles

All roles (new or revised) require an up to date job description which has been signed off as an accurate statement by the role holder, line manager and the Chief Executive. This job description is then assessed against the criteria in the grade descriptors to match it to a grade. This task is undertaken by the department manager for the relevant area and the Office Manager or Chief Executive.

To match to a level the job description must meet at least three quarters or more of each level. In some circumstances it may be necessary to involve a wider review of the job (eg no agreement on job size, dispute or appeal by employee). In this case a matching panel should be convened including a member of the board of trustees. The protocol for matching panels is included in Appendix C.

Reviewing a Job Description

From time to time it may be necessary to review an employee's job description and regrade it. The circumstances under which a role requires reviewing could be

- Employee or line manager believes the job description is no longer accurate
- Business needs require a change of role

Requests should be notified in writing to HR stating the grounds for the request and a discussion will normally take place within four weeks of the receipt of the written notice for review.

Where an employee's activities vary from those laid out in their job description careful assessment is required to determine what the organisation's needs are: it may be that the employee is doing what is most required, and that the job description needs updating; or that the job description describes what is needed and that the employee needs to modify their activity; or a combination of both. Once the work required is established, the job description can be updated (if necessary) to reflect it. It can then be re-assessed for its grade. There are 3 outcomes from this process:

1. All agree the existing grade is correct
2. All agree that a new grade is appropriate
3. If unable to agree on the correct level, the job description is referred to a matching panel.

In exceptional circumstances where the changed role is matched to a lower grade, it is possible that an individual's current pay could be higher than the maximum of the new grade (but is not sufficiently changed to class as a redundancy). In such circumstances the individual will not experience a pay cut but will have their salary frozen or 'protected' at its current level for a period of 1 year or until such time as the normal maximum of the new grade exceeds their current salary. After one year, the applicable maximum of the new grade will be applied.

Appeals

Any concerns regarding the outcome of a matching panel should be referred to the line manager in the first instance. The final course of action is for the individual to present their case to the Chief

Pay and Grading

Reference: GN40

Effective date: 1 October 2011

Page no: **3 of 10**

Approved: 1 October 2011

Last revision date 23 Jan 2019

Next revision due: Jul 2021



Executive who, having considered all the evidence will make a final decision on an appropriate way forward.

Progression between Grades and within bands

Progression between grades can only happen when a job changes significantly and the new role meets the criteria for a more senior level. The process is that described for reviewing a job description.

Progression within a grade is not automatic. In order to progress within a grade a case should be made by the line manager to demonstrate that a role has been grown within the level descriptors for the current grade (for example gaining a significant qualification or becoming more autonomous). Each case will be looked at on its merits by a panel including the senior manager of an area and the Office Manager or Chief Executive.

Market Pay

The pay and grading structure is based on job size as described by the job description matched against the grade descriptors. Market pay data will also be used to inform the level of pay appropriate. External pay data will be looked at within the sector across at least 3 similar jobs to ensure fair and appropriate comparisons can be made.

There will be instances (hopefully rare) when the company will be faced with concerns from employees about their individual pay and its relationship with the market, or recruitment and retention difficulties. In such cases, a review will be undertaken which must be based on real and objective evidence and a case made for any changes by the line manager.

Although a small company, we must ensure that overall reward (of which pay is a part) remains competitive as the costs of attrition can be high both in replacement terms and loss of knowledge and expertise. Variances in pay will occur, but only significant variances in pay and significant recruitment and retention issues will trigger the consideration of paying a 'market' premium.

It is the organisation's ambition to offer better than average pay within the market place and to use the 'real' living wage as a point of reference for pay rates.

Annual Review

Salaries will be reviewed on an annual basis and pay proposals based on a number of factors including market pay, cost of living increases and affordability to the business. Because of these different factors, there can be no guarantee that there will be a 'cost of living increase' each year. The case for progression within a grade for an individual will need to be made by the line manager.

Equalities

In any system it is important to guard against bias (whether conscious or unconscious in nature). Following the annual review of pay an analysis will be undertaken to assess equalities impacts of the changes made. This will be presented to the board of trustees. Any unfair application of the policy will be addressed as soon as possible to ensure that all staff are treated fairly.

Pay and Grading	
Reference: GN40	Effective date: 1 October 2011
Page no: 4 of 10	Approved: 1 October 2011
Last revision date 23 Jan 2019	Next revision due: Jul 2021



Appendix A – Grade Descriptors

Level	Knowledge and experience needed	Human Relations skills Internal and External Communication	Responsibility and Influence	Planning and Organising
	This describes the depth and range of professional and organisational knowledge required to perform the role effectively. Knowledge can be gathered through qualification and/or experience.	This factor looks at the requirements to communicate in an effective manner appropriate to the role. These can range for example from meeting with potential funders to gain money for WHCF to basic exchange of information and general tact and diplomacy.	This describes the scope of impact and influence the role has within WHCF and the degree to which the role is responsible for management of people and resources. Account is taken of the post's involvement with external partners and the role the post holder has in such relationships.	This describes the degree to which the role is required to plan and organise work activities. It can include just planning or just organising or both. The complexity of the function needs to be considered as well as the range and diversity of activities.
F	Likely to have at least 10 years professional and/or management experience and a relevant degree /professional qualification or extensive vocational experience (10+ years) with evidence of professional development through a series of progressively more demanding and influential roles. Highly developed knowledge of principles and theory relating to overall business need. Commercially astute and have experience working in various sectors, private and public. Significant experience working with and influencing senior management and Trustees.	The Highest level of human relations and communication skills are required at this level. Required to manage a significant range of external relationships with the ability to relate effectively with partners and clients. The ability to lead and inspire others and recognise the benefits of leadership and team development. Must be able to create an effective working environment/ culture. Excellent presentational skills using a range of media and the ability to adapt style of presentation to a variety of different audiences. Strong interpersonal skills, including motivational, negotiating and influencing and networking.	Accountable to the Board for the direction and performance of the company. Provides leadership to the company and leads on key initiatives. Will be competent at building and developing partnerships with a variety of stakeholders. The role holder should be a model both internally and externally and demonstrate the highest standards of professional competence.	Lead and manage the company. Including preparation and monitoring of the business plan. Creating and developing the vision and mission for the company and ensuring that KPI's (Key Performance Indicators) are established, developed and monitored. Policy formation and monitoring services for presentation to Board. Will have overall responsibility for WHCF budget.

Pay and Grading

Reference: GN40	Effective date: 1 October 2011
Page no: 5 of 10	Approved: 1 October 2011
Last revision date 23 Jan 2019	Next revision due: Jul 2021



Level	Knowledge and experience needed	Human Relations Skills Internal and External Communication	Responsibility and Influence	Planning and Organisation
E	<p>Likely to require first degree and professional qualification, or equivalent experience typically 5 years or 8 years vocational experience in progressively more demanding roles.</p> <p>An experienced practitioner in their own area of expertise and commercially aware.</p> <p>Experienced in managing people and/or resources. Detailed knowledge of systems/activities in own area and relationship with the business as a whole.</p>	<p>Excellent interpersonal skills and the capacity to motivate staff, negotiate, influence and network effectively.</p> <p>Detailed knowledge of their area of activity and how it relates to and impacts on all other parts of the company.</p> <p>Likely to have a wide network of internal and external contacts.</p> <p>Effective at representing WHCF and negotiating with stakeholders or partners on its behalf.</p>	<p>Ability to contribute to planning processes at a strategic level.</p> <p>Likely to have considerable freedom in how end results are achieved.</p> <p>Competent at building and developing partnerships with stakeholders.</p> <p>Management direction usually through a review of operational or service targets. Success likely to be measured on an annual time scale.</p> <p>Will have significant budget or resource responsibilities, or the work activity will have a significant financial impact across the company.</p>	<p>Likely to involve a significant amount of planning and organising of own activities and/or that of others.</p> <p>Typically these roles operate within a time frame in excess of a year.</p> <p>May oversee or manage a number of significant activities or projects.</p>
D	<p>Likely to require knowledge and skills gained through advanced training e.g. degree + 2-4 years relevant experience. It is recognised that where the above is not evident substantial vocational experience (6 years) in a series of progressively more demanding relevant roles is considered equivalent.</p> <p>Jobs require comprehensive contribution of applied and theoretical knowledge.</p> <p>May be core professional practitioner role in own area of expertise.</p>	<p>Communication skills are very important for roles at this level.</p> <p>Role holders may need the ability to convey factual information (often of a technical nature) to others.</p> <p>Likely to influence others on the basis of rational argument.</p> <p>Must have an awareness of how their area of activity relates to other parts of the business.</p> <p>Supervisory skills where required with evidence of coaching, motivating and managing performance.</p>	<p>Some freedom of approach is likely at this level.</p> <p>Likely to be some latitude for discretion for how projects/ services are handled within an overall specification.</p> <p>Roles at this level will often be responsible for generating original ideas and developing/ testing innovative solutions.</p> <p>Likely to have Budget responsibilities within own area.</p> <p>Likely to carry out duties with little close supervision although advice and guidance is available.</p>	<p>Roles at this level can be (1) specialists who are required to plan and organise their own work over a period of months where complex activity requires significant co-ordination. (2) Supervisory jobs which involve work planning and monitoring other people's activity.</p> <p>There will probably be a requirement to plan and organise individual or team activity and co-ordinate work across the organisation.</p> <p>Planning at this level will typically revolve around activities of a six-monthly nature with an expectation of a contribution to longer term planning.</p>

Pay and Grading

Reference: GN40	Effective date: 1 October 2011
Page no: 6 of 10	Approved: 1 October 2011
Last revision date 23 Jan 2019	Next revision due: Jul 2021



Level	Knowledge and experience needed	Human Relations skills Internal and External Communication	Responsibility and Influence	Planning and Organising
C	<p>A good knowledge of all WHCF activities and working practices. Knowledge and experience normally acquired through broad training (eg NVQ level 3) and/ or work experience (3+ years) can be technical, administrative, operational or business related.</p> <p>May have professional qualification (for example accountancy qualifications or health and safety qualifications).</p> <p>Typically such roles operate within an organised system / procedures and require the knowledge to deal with operational issues.</p>	<p>Requires the ability to exchange information in a tactful and considerate way.</p> <p>Able to provide explanations clearly and precisely. Proven written and verbal communication skills.</p> <p>Some roles may require the role holder to be assertive and/ or persuasive. May have to ask questions to seek clarification.</p> <p>Proven ability to work within a team.</p>	<p>Responsible for carrying out own duties and conducting themselves in accordance with WHCF values. Advice and guidance is generally available although not necessarily all of the time.</p> <p>Should recognise that the role has the potential to impact on wider activities.</p> <p>May be required to provide more general support where possible.</p> <p>May undertake supervision or management of junior roles or volunteers.</p>	<p>Manages own work where tasks are generally clear and within known procedures which the role holder may have helped to develop.</p> <p>Expected to be flexible and responsive to changing business needs.</p> <p>Seeks to continually improve working practices seeking to get 'best value' from resources.</p> <p>Ability to organise own and possibly others activities.</p> <p>Planning and organising for roles at this level will typically revolve around activities of a bi-monthly nature but there is likely to be an expectation that role holders will contribute to longer term planning as appropriate.</p>
B	<p>A good knowledge of the operations of WHCF or the ability to gain this quickly.</p> <p>Knowledge and skills likely to have been gained through some formal or vocational training at least NVQ level 2 and/or 1+ years' experience.</p> <p>Likely to have responsibility for a clearly defined area of work.</p> <p>Processes and practices typically learned in a period of weeks.</p>	<p>These roles require the ability to communicate with colleagues and managers to request or give information, ask questions and/or seek clarification.</p> <p>Contacts with internal and external people/ organisations to whom basic information and advice can be readily provided.</p>	<p>Likely to carry out a range of activities under general supervision.</p> <p>Will be able to discuss and resolve any immediate problems through discussion with supervisor/ manager.</p> <p>May undertake basic supervision of junior roles.</p>	<p>These roles involve forward planning typically of daily/ weekly activity. They are likely to be working under supervision or within defined processes/ procedures.</p> <p>May arrange and/ or support internal and external activities/ events and contribute to effective business administration.</p>

Pay and Grading	
Reference: GN40	Effective date: 1 October 2011
Page no: 7 of 10	Approved: 1 October 2011
Last revision date 23 Jan 2019	Next revision due: Jul 2021



Level	Knowledge and experience	Human Relations skills Internal and External Communication	Responsibility and Influence	Planning and Organising
A	An awareness of the basic operations of WHCF. Able to undertake generally standard work routines. Knowledge and skills likely to have been gained through some formal training. Processes and practices can typically be learned in a period of days.	These roles require the ability to communicate with colleagues and managers to request or give information, ask questions and/ or seek clarification.	Likely to be allocated and carry out a range of activities allocated and be under regular supervision. Will be able to discuss and resolve any immediate problems through discussion with supervisor/ manager. For jobs at this level it is expected that job holders will progressively be able to take on additional responsibilities.	These roles involve little forward planning beyond daily/ weekly activity. They are likely to be working under supervision or with defined processes/ procedures.

Appendix B – Pay Bands

Effective 1 April 2019

These rates refer to employees over the age of 21. It does not apply to apprentices.

Grade	Minimum Annual	Maximum Annual	Minimum Hourly	Maximum Hourly
A	£11,856	£18,000	£6.08	£9.23
B	£16,000	£18,500	£8.21	£9.49
C	£18,000	£22,500	£9.23	£11.54
D	£19,000	£25,000	£9.74	£12.82
E	£20,400	£36,000	£10.46	£18.46
F	£35,000	£47,000	£17.95	£24.10

Pay and Grading	
Reference: GN40	Effective date: 1 October 2011
Page no: 8 of 10	Approved: 1 October 2011
Last revision date 23 Jan 2019	Next revision due: Jul 2021



Appendix C - Protocol for the matching panel

Introduction

The aim of the matching panel is to achieve consensus through discussion that a role matches against a particular grade.

There are six grades which have been developed internally and approved externally by recognised HR experts and have a range of job evaluation score underpinning each one.

Panel Membership

Panel membership will include the a Board member, the senior manager for the relevant area of WHCF and the Office Manager.

Ground rules

The panel will seek to match where possible; to assign a role to a grade the expectation will be a good three quarters match as a minimum.

Steps in the Process

- ◆ The panel will be given job descriptions and grade descriptors to read in advance of the matching panel. They should form a view as to which grade descriptor the job description matches. The job description needs to be a good three quarters match as a minimum.
- ◆ Detailed discussion to focus on specific sections of the job description and to relate this to the relevant grade(s):-
 - Knowledge and experience needed
 - Human Relations skills
 - Internal & External Communication
 - Responsibility and Influence
 - Planning and Organising
- ◆ Roles can be stronger or weaker in any of the factors and the panel needs to consider the evidence presented in the job description and form an overall opinion. The panel must ensure that all aspects of the job description are taken into consideration when recommending a level.
- ◆ 'Facilitator' will sum up the panel's discussion based on the sections of the job descriptions above, and to ensure that the panel has reached agreement.
- ◆ A matching form to be signed off having reached agreement on which grade fits, to enable the panel to confirm why the job description matches against each of the sections listed above.
- ◆ If the panel cannot reach a decision, the job description to be externally evaluated by an HR advisor and a full job evaluation rationale produced.

Examples of how a match can be made are as follows, though it should be noted that variations in level can be in any of the factors. Sometimes a role can show weaker or stronger matches to a single factor and therefore discussion is required to form an overall view of which level is more appropriate.

Pay and Grading

Reference: GN40	Effective date: 1 October 2011
Page no: 9 of 10	Approved: 1 October 2011
Last revision date 23 Jan 2019	Next revision due: Jul 2021



(Grade levels start a A and rise upwards to F)

Knowledge and experience	B	This example shows a clear match to B
Human Relations skills	B	
Responsibility and Influence	B	
Planning and Organising	B	

Knowledge and experience	B	Depending on how well each factor is met (could be a weak B or strong B in any of the areas) this might result in a three quarters match to B. However, discussion is required to confirm.
Human Relations skills	B	
Responsibility and Influence	B	
Planning and Organising	A	

Knowledge and experience	B	Depending on how well each factor is met (could be a weak B/C or strong B/C in any of the areas) this might result in a three quarters match to B, or a recommendation to be placed in the higher zone.
Human Relations skills	B	
Responsibility and Influence	B	
Planning and Organising	C	

Knowledge and experience	B	Depending on how well each factor is met (could be a weak B/C or strong B/C in any of the areas) this might result in a three quarters match to B, or a recommendation to be placed in the higher zone.
Human Relations skills	B	
Responsibility and Influence	C	
Planning and Organising	C	

Knowledge and experience	B	Depending on how well each factor is met (could be a weak C/B or strong C/B in any of the areas) this might result in a three quarters match to C. However, discussion is required to confirm.
Human Relations skills	C	
Responsibility and Influence	C	
Planning and Organising	C	

Pay and Grading

Reference: GN40

Effective date: 1 October 2011

Page no: **10** of **10**

Approved: 1 October 2011

Last revision date 23 Jan 2019

Next revision due: Jul 2021



Employees Concerns

Any concerns regarding the outcome of a matching panel should be referred to the line manager in the first instance; if they cannot be readily resolved the matter will be referred to the CEO.

WHCF Job Matching Rationale

Job title:	Date of panel:
Please justify the role profile level for the following areas of the job description	
Knowledge and Experience needed	
Human Relations skills Internal & external communication	
Responsibility and Influence	
Planning and Organising	
Agreed role profile level: (A-F)	
Panel	
Name:	Signature:
Name:	Signature:
Name:	Signature:

NOTE: This form should be completed and signed by the panel at the time of the matching process and returned to HR. Evidence must be provided at each stage based on the job description as presented. Assumptions should not be made! If the panel cannot agree a level this should be noted and the job description referred to HR requesting either further information/clarification or full job evaluation.