

1. Introduction

- 1.1. Durham Students' Union operates a salary grading structure for all salaried employees.
- 1.2. The grades are lettered **A – F**, with **F** being the most senior grade. Grades are made up of a series of spine points with 5 per grade between the top and bottom.
- 1.3. 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.
- 1.4. All new or reviewed posts are assessed and placed into the appropriate grade by the Department Director in agreement with the Finance Manager. These decisions are informed by a set of grading criteria (see *Section 3*). Assessment of roles is always about the post, not the employee(s) within the post(s).

2. Purpose

- 2.1. Within this pay policy, and Durham SU's overall approach to pay, the organisation seeks to achieve a number of objectives. These include:
 - (i) Recruiting and retaining talented people to work in a full range of roles across the organisation;
 - (ii) Ensuring compliance with relevant employment legislation including minimum pay and equal pay legislation;
 - (iii) Being fair, equitable and transparent;
 - (iv) Encouraging and recognising high-performance and behaviour in line with the organisation's values and long-term goals;
 - (v) It should be sustainable, affordable and enable the ability of Durham SU to offer good value in the services, representation and opportunities offered to students.
- 2.2. These objectives will underpin this policy and future decisions regarding the pay framework and structure within Durham SU.

3. Role Grading

- 3.1. All roles within Durham SU are considered and levels of responsibility assessed against a set of eight criteria:
 - (i) Communication;
 - (ii) Strategic & Operational Plan Delivery;
 - (iii) Liaison & Networking;
 - (iv) Decision Making Processes & Outcomes;
 - (v) Planning & Organising Resources;
 - (vi) Risk Management;
 - (vii) Initiative & Problem Solving;
 - (viii) Knowledge & Experience.
- 3.2. The process of role grading will ensure (and require) that all roles have up to date and good quality job descriptions.
- 3.3. The Senior Admin Coordinator will work with Directors to apply the role grading criteria to new roles and roles that are undertaking review. All regrading will be signed off by the Chief Executive Officer.
- 3.4. These grading criteria are designed as guidance to ensure consistency of job design across the organisation.

- 3.5. The grade of a role will be considered under the following circumstances:
- (i) When a new role is introduced or when a vacant role is reviewed ahead of advertising it for recruitment; *or*
 - (ii) When an existing role is changed significantly, usually this would be a result of the annual planning process and significant developments of role should not happen on an ad hoc basis; *or*
 - (iii) If a member of staff asks for their grade to be reviewed because they do not feel the expectations of the role are reasonable and in line with other posts on the same grade. In this case, the individual would first raise their concerns with their line manager.
- 3.6. The main evidence base used for role grading will be the job description and person specification for the role, which will be considered alongside other roles within the organisation to consider overall fit within the structure.
- 3.7. If a new or vacant role is being considered for regrading then the relevant Department Director will work with the Senior Admin Coordinator Chief Executive Officer to assess the appropriate grading for the role and ensure the job description clearly articulates accurate responsibilities and expectations of the post.
- 3.8. If the review is initiated by the post holder, they and their line manager will discuss where the expectations of the role are unreasonable and, if necessary, both will meet with the Department Director (or Chief Executive Officer if the Director is the line manager of the post) if the issue cannot be resolved. The purpose of this meeting is to enable the post holder to articulate the reasons and details of why they believe that the responsibilities and expectations of them are unreasonable within the boundaries of the current grade. The Department Director (or CEO) will then make a decision, using the job grading criteria as guidance, as to whether the expectations of the post holder are unreasonable; and if they are whether that should be resolved by those expectations being adjusted, or by the post being considered for regrading.
- 3.9. Once the Department Director has reviewed and made their decision, they will confirm the outcome to the role holder and the line manager. If the outcome involves a regrading of the post, this will then require ratification from the People and Governance Committee ahead of any change taking place. If there is a delay in applying any pay grade increase then back pay may be awarded to a maximum of six months at the discretion of the Chief Executive.
- 3.10. If the post holder is unsatisfied with the outcome of this process, they may use the organisation's grievance procedure to raise their concerns.

4. Appointments

- 4.1. All appointees will be offered the role on the lowest level on their allocated grade.
- 4.2. The appointee can in some circumstances be offered the role on a higher spine point within the grade, with the agreement of the Chief Executive. This decision should be reserved for very strong candidates based on meeting desirable criteria from the person specification as well as their previous experience and salary level.

5. Increments

- 5.1. Increments are designed to reflect length of service in the role and provide progression through the grade subject to continuous good performance and development in the role.

- 5.2. There will be an annual process at the start of each new financial year (August), whereby colleagues may be eligible to move up to the next spine point within their allocated grade (increments).
- 5.3. Sustainability and Risk Committee will consider budgets and affordability prior to the start of the year and will determine whether increments are affordable and, if so, how much can be spent on increments.
- 5.4. Increments are not automatically awarded to all employees, but will be awarded based on acceptable performance in line with Durham SU's Be At Your Best framework.
- 5.5. Employees will only be eligible for increments if they have completed a full 6-months' service prior to the implementation date.
- 5.6. Once an employee has reached the spine point at the top of their grade they will not be eligible for any future increments, unless they move into a new role on another grade.
- 5.7. Increments can be awarded on a discretionary basis outside of the annual process, if there is justification to do so with approval from People and Governance Committee.

6. Be At Your Best Reviews

- 6.1. Eligibility for salary increments are determined by performance within the Be At Your Best review framework.
- 6.2. Acceptable Be At Your Best reviews will normally trigger an increments in line with financial parameters agreed by Senior Leadership Team.
- 6.3. Performance will be assessed by managers across a range of criteria including role, values, objectives and learning and development.
- 6.4. Once Be At Your Best reviews have been undertaken by all managers they will be submitted for moderation by the Senior Leadership Team. This will involve asking questions and challenging assumptions to ensure that the assessment process is equitable and consistent across the organisation.
- 6.5. If a colleague has been absent from the organisation for a significant period of time (i.e. through parental leave, illness etc.) then an assessment on performance (and therefore potentially a pay increment) will be made by the manager based on the best possible evidence available – including historical performance data. The intention is that people should suffer no detrimental impact as a result of sustained absence. This will not apply to colleagues that have voluntarily been on long-term secondment or sabbatical leave.

7. Annual Cost of Living Review

- 7.1. Reviews of 'Cost of Living' increases will normally take place in May / June each year by the Sustainability and Risk Committee, and be affirmed by board with approval of the full budget at the end of July. They will usually become effective from 1st August of the same year and are applied to all spine points within the pay structure.
- 7.2. Employees will normally be notified of alterations to their salary in July / August of that year. Individual notifications will not be given, but a general communication to all staff will notify the applied percentage.

8. Market Rate Supplement

- 8.1. A Market Rate Supplement is a financial supplement, up to an additional 10% (above increment structure), applicable to posts in order to recruit viably to a post.
- 8.2. Any decision to allocate a Market Rate Supplement will be approved in advance by the People and Culture Committee.
- 8.3. They are to be used only in exceptional circumstances where there is significant evidence that it will not be possible to recruit effectively on the evaluated grade (because of the labour market conditions in relation to the type of role and or sector context). Evidence could include comparable job adverts and/or a repeated failure to fill a vacancy.
- 8.4. Market Forces supplements are consolidated for purposes of pension and redundancy.

9. Salary Enhancements for Temporary Extra Responsibilities

- 9.1. Proposals for employee temporary salary enhancements will be considered by the Senior Leadership Team.
- 9.2. Salary enhancements are made as a monthly payment, are taxable and will not be consolidated in to the employee's basic salary. The Senior Leadership Team and relevant Director will take account of the following criteria:
- 9.3. For a temporary period of at least three months, an enhancement of salary (taxable) may be considered for an employee who either:
 - (i) 'Acts up', undertaking significant additional managerial or supervisory responsibilities, *or*
 - (ii) Undertakes a substantial sideways peer cover in addition to own responsibilities, requiring a significant extra contribution.
- 9.4. If the upwards or lateral additional responsibilities do not constitute full cover for the other post, then a lesser enhancement will apply (between 5% and 10%) depending on the level of responsibility.
- 9.5. In the case of employees who are on a protected salary due to organisation restructure, then any salary enhancement will be applied to the grade for the employee's post rather than the employee's protected salary.
- 9.6. The following does not qualify for eligibility:
 - (i) Managers or supervisors undertaking duties from among posts within their team.

10. Internal Employee Moves – Salary Considerations

These policies will be applied when employees move between established posts.

- 10.1. **Move from a lower to a higher grade** - If an employee moves from a lower to a higher graded post they will move into the relevant grade at the lowest spine point on the grade (irrespective of their previous spine point).
- 10.2. **Move from one post to another within the same grade** - If an employee moves from one post to another within the same grade, the employee will remain on the same spine point unless there is justification for an incremental increase with approval from People and Governance Committee.

- 10.3. **Moves from a higher to a lower post grade as a result of voluntary choice** - If an employee moves from a higher graded post to a lower graded post of their own choice, the employee transfers to the bottom spine point for the new lower graded post.
- 10.4. **Move from a higher to a lower grade as a result of redundancy** - If an employee's post becomes redundant and a post in a lower grade is accepted, the employee moves into the lower band and their salary will be protected in line with *Section 11*.

11. Salary Protection

- 11.1. Salary protection occurs when a post holder's salary for the post has reduced in monetary value either due to a regrading of the post, or as a result of organisational change. This means the post moves from a higher band to a lower band but the post holder's pay is protected at the higher level.
- 11.2. Where this occurs, Durham SU will agree a 'with effect from date' with the post holder. The Students' Union will protect the affected post holder's salary at the higher level and gradually move them to the band for the post as outlined below.
- 11.3. The affected post holder will from the 'with effect from date' mark time, which means they will not receive any salary enhancements. The reason for this is so not to further inflate their protected salary.

From agreed "with effect from" date	Impact on post holder(s) salary
First 12 months	Fully protected on the higher band and marking time
Second 12 months	50% protected on the higher band and marking time
Thereafter	Salary will decrease to the maximum range for the actual post band

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

APPENDIX A: Grading and Spine Point Structure

Grade	Salary	Type of Roles	Spine Point
Grade F	£67,401	Chief Executive	30
	£64,260		29
	£61,118		28
	£57,976		27
	£54,834		26
Grade E	£53,243	Director <i>(i.e. Director of Services, Director of Campaigns)</i>	25
	£50,762		24
	£48,283		23
	£45,802		22
	£43,323		21
Grade D	£42,067	Technical Manager <i>(i.e. Finance Manager)</i>	20
	£40,365		19
	£38,662		18
	£36,960		17
	£35,259		16
Grade C	£34,564	Operational Manager <i>(i.e. Commercial Manager, Policy Manager)</i>	15
	£33,298		14
	£32,018		13
	£30,728		12
	£29,432		11
Grade B	£27,063	Coordinator / Supervisor / Executive Assistant <i>(i.e. Opportunities Coordinator, Sales and Events Coordinator, Duty Manager, Exec Assistant)</i>	10
	£26,142		9
	£25,220		8
	£24,299		7
	£23,378		6
Grade A	£22,722	Assistant <i>(i.e. Finance Assistant)</i>	5
	£22,086		4
	£21,468		3
	£20,867		2
	£20,285		1

APPENDIX B: Role Grading Criteria

These grading criteria are designed to be used as a guidance tool by Directors, the Finance Manager and the Chief Executive when designing roles or considering appropriate grading.

1) Communication

Points	1	2	3	4	5
Descriptor of expectation and responsibility of role holder	Provides straightforward information on request with support available	Required to articulate and communicate ideas and plans in an appropriate and sometimes detailed manner	Able to interpret and communicate information to relevant internal and external stakeholders in an appropriate manner using different channels	Required to communicate occasionally complex matters in formal environments and to structure communications in an appropriate format	Required to communicate complex and challenging matters to a wide range of stakeholders in a complex and/or technical manner

2) Strategic & Operational Plan Delivery

Points	2	4	6	8	10
Descriptor of expectation and responsibility of role holder	Provides deliverables to internal stakeholders and members	Inputs to team / department plans and takes on a role in the delivery of services and plans to stakeholders and students	Engages and partners with key stakeholders in order to develop and write team / department plans	Responsible for a significant part of strategic plan delivery on an organisation-wide basis and drafting future development proposals	Sets overall service standards, strategic direction and expectations across the whole organisation, monitors and evaluates performance

3) Liaison & Networking

Points	1	2	3	4	5
Descriptor of expectation and responsibility of role holder	Expected to uphold and portray the values of the organisation	Works with internal and external stakeholders to ensure necessary information is exchanged	Required to form and maintain strong relationships externally for the fulfilment of role and achievement of business objectives	Required to develop long-term strategic partnerships and influence external decision making forums for the benefit of the organisation	Responsible and ultimately accountable for the reputation of the organisation and acts as a leader

4) Decision Making Processes & Outcomes

Points	1	2	3	4	5
Descriptor of expectation and responsibility of role holder	Working within well-defined procedures with some discretion in prioritising own work; anything unusual is referred to others	Engages in collaborative decision making utilising feedback from appropriate stakeholders	Occasional responsibility for higher level strategic decisions and/or research, advice or policy that affects a specific area of work	Responsible for researching and drafting papers and documents to advise and shape decisions and the strategic direction of the organisation	Leads on policy formation that determines the strategic direction of the organisation working with elected leaders and the Board

5) Planning & Organising Resources

Points	2	4	6	8	10
Descriptor of expectation and responsibility of role holder	Plans and organises own work schedule with some planning and delivery of projects utilising allocated resources	Has accountability for monitoring and operating within agreed budgets and has some supervisory responsibility for other staff	Responsible for some budgetary planning and management of people	Responsible for significant budgetary planning and management of managers and/or directorate-level resources	Responsible for the long-term strategic planning of people and resources across the organisation and management of senior leaders

6) Risk Management

Points	1	2	3	4	5
Descriptor of expectation and responsibility of role holder	Responsible for alerting others to areas of concern and ensuring own actions promote a healthy and positive environment	Engages with partners or others in the organisation to identify areas of risk and improve working practices and procedures	Responsible for the creation and implementation of policies, procedures and risk assessments to effectively manage risk	Responsible for analysing, managing and reporting on specific and significant areas of strategic risk at an organisation-wide level	Has overall responsibility for appraising and managing key strategic risks on behalf of the Board, and is ultimately accountable for risk management

7) Initiative & Problem Solving

Points	1	2	3	4	5
Descriptor of expectation and responsibility of role holder	Resolves day to day issues and works within a managed framework	Given projects to explore and resolve with pre-agreed parameters and supervision	Required to apply policies, procedures, weigh up options and use technical skills when making decisions or solving problems	Required to plan, structure, then undertake research in order to inform decisions and aid in informing the decision of others	Required to resolve problems and challenges involving complex matters and conflicting data, with strategic or long-term impact on an organisation-wide basis

8) Knowledge & Qualifications

Points	1	2	3	4	5
Descriptor of expectation and responsibility of role holder	No specific or relevant knowledge, qualifications or experience are required	Some relevant knowledge or experience is required – equivalent to A-levels	Good level of knowledge and qualification relevant to the role is required – equivalent to undergraduate degree or equivalent experience	Specific qualifications and/or specialist technical knowledge is required in order to fulfil the role – equivalent to undergraduate degree or equivalent experience	Highly knowledgeable in the majority of the fields in relation to the organisation's work – requires postgraduate qualification or equivalent experience

Scoring:

- 0-18 = Assistant or Administrator (Grade A)
- 19-27 = Coordinator / Executive Assistant (Grade B)
- 28-35 = Operational Manager (Grade C)
- 36-41 = Technical Manager (Grade D)
- 42-47 = Director / Senior Leader (Grade E)
- 48-50 = Chief Executive (Grade F)