



Central England Area meeting

Pay Policy

Introduction

Our Pay Policy is intended to support our employees in delivering their best performance within the ethos of the Quaker values of truth, simplicity, peace and equality.

This policy is not contractual but sets out the way in which Central England Area Quaker Meeting (CEAQM) manages such issues.

Scope of this policy

This policy covers all employees but does not extend to self-employed contractors (to whom separate remuneration arrangements apply) or volunteers.

Aims of this policy

We seek to ensure that all employees receive fair and equitable remuneration that reflects the contribution they make to our organisation and its work.

We aim to ensure that male and female employees of all ages, irrespective of whether they are full-time or part-time, on open-ended, temporary or fixed-term contracts, are not unlawfully discriminated against with regards to their reward package, which includes redundancy pay, holidays, payments for sickness absence, pension schemes and any other benefits.

We encourage managers to reward staff in various ways, as appropriate. Thanking people for their efforts, commending staff for their contribution and recognising and rewarding this is integral to our culture.

Pay levels

We believe that employees should be rewarded with basic pay at a level which reflects their responsibility, skill, competence and contribution to our objectives, whilst at the same time taking note of the external value placed on the job in the market generally and the funding available for the role.

We believe that pay levels should reflect the effective functioning of our organisation, and the ability of an employee to contribute to that effectiveness in all aspects of CEAQM's work and its values. To that end we would expect employees to work in a way that demonstrates respectfulness towards Members, Attenders and any others who use the organisation's facilities or services or with whom employees come into contact during their work; and other good working practices such as quality of work and teamwork.

On occasions we may have pay anomalies due to having to secure a specialist skill from the external market place or a legacy issue (such as a TUPE

transfer). We will review any such anomalies when salary increases are considered in December each year, at which the need for fairness and consistency as set out in this policy will be applied.

Salary benchmarking

Salary benchmarking will be used to determine an individual pay range for a role within CEAQM. The individual pay ranges will form the basis of a broad-banded pay structure which will be introduced at a future date.

All future new roles will undergo the salary benchmarking processes to determine their level of pay.

CEAQM commits to developing and keeping under review the pay structure to meet both our need for effective working and sustainability and our employees' needs for career development and an appropriate level of remuneration.

Implementation

The implementation of the pay structure will be communicated in good time and consultation held as appropriate with any employees or groups of employees for whom this may mean a change to substantive terms of employment.

Apart from through the benchmarking arrangements outlined above, employees may also progress into other pay bands by promotion as a result of our internal recruitment process.

Starting salaries for new starters

Prior to any new or existing role being recruited into, a pay range for that role will be determined through reference to existing pay ranges and, where appropriate, a review of the external value placed on the job in the market generally. CEAQM will not appoint anyone at a level below the UK Living Wage (as set by the Living Wage Foundation).

CEAQM expects that typically a new starter will be offered their post on the salary at the bottom of the individual pay range for the role and that the majority of appointments will be made in this way. There may be occasions where a candidate wishes to negotiate a higher starting salary or where the recruiting manager believes it appropriate or necessary to offer one. Examples include:

- Where the candidate can evidence they have been on a higher salary in their previous role and has knowledge or skills to offer CEAQM that are not available to the same extent from the other appointable candidates
- Where there has been a low response to the advertisement and where starting salary is required to be higher to secure the best candidate's appointment.

Where starting salary is a barrier to the best candidate accepting the role and such criteria apply, the manager may, following discussion with the Convenor of the CEQAM Employment Committee, offer the candidate a higher starting salary.

Starting salaries for internal candidates

Promotion

Where an internal candidate is offered a role as a promotion following a recruitment process, the principles set out above in relation to new starters apply to the starting salary.

Pay Increases

Pay levels will usually be reviewed annually each December in line with our business reviews. Any pay increase will be operative from the 1 January following the increase in the preceding December.

Age discrimination

CEAQM commits to ensuring that employees are not discriminated against on grounds of their age. Thus, increasing pay automatically for years of service and the giving of long service awards are not practices that we recognise.

The only lawful age defining concepts that we recognise are the age bands for redundancy calculations, pension auto-enrolment and for determining the applicable UK Living Wage rate (as set by the Living Wage Foundation).

Regrading and Reorganisation

Periodically through a regrading or reorganisation exercise, or otherwise, CEAQM may identify a situation where the requirements of a role have changed so significantly over time that the original role no longer exists and a different role is required that justifies payment at a different level. Where such a change is identified, CEAQM will review the job description for the role, and the individual pay range for the post. If the role has fundamentally changed then any related redundancy and recruitment procedures will apply.

Benefits

We provide a range of appropriate benefits for employees, over and above statutory level in some cases. These are set out in the terms and conditions of employment and relevant policies and will be reviewed periodically and amended as appropriate.

Accommodation

If accommodation is provided to an employee so as to enable the post holder to better perform their duties, this will be taken account of in the salary setting process for that role.

Overtime

Overtime may be paid, entirely at the discretion of your line manager and must be pre-authorized. Any such overtime is entirely voluntary and you will be paid at your normal basic rate in respect of additional hours worked.

Part-time workers who work pre-authorized overtime will be paid at their basic hourly rate for additional hours worked, up to the equivalent weekly hours for a full-time worker.

Time off in lieu (TOIL)

TOIL may be taken in accordance with your written statement of terms and conditions of employment and at the discretion of your line manager. Permission must be sought before the TOIL hours are accrued,

Implementation, monitoring and review of this policy

This policy will take effect from 18 December 2017. The CEQAM Employment Committee has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least every three years or as soon as is practicable thereafter) and additionally whenever there are relevant changes in legislation or to our working practices.

Any queries or comments about this policy should be addressed to your manager.

End.