**Guidance for Managers - Starting Salaries**

**General Principles**

1. This guidance applies to both academic and professional support roles at the University of Worcester, including existing employees who are appointed to a different position at the University.
2. The principle of equal pay for equal value work contained within the Equality Act 2010 provides the basis of this guidance.

1. The guidance is not intended to be prescriptive, but offers a framework for consistent and equitable treatment when determining starting salaries. An element of flexibility exists as there is a need to offer attractive salaries in a competitive market.
2. The Head of Institute / Department will be responsible for determining the starting salary of a candidate, (subject to the usual approval of the Vice Chancellor for academic and band 7 and 8 professional support roles). For professional support posts, this responsibility may be devolved to the appointing manager, who is advised to seek confirmation from their Head of Institute / Department as required.

**Equal Pay Issues**

1. Care should be taken to ensure that a salary offer can be objectively justified and is based on a careful consideration of relevant criteria (see 11 below). Inequalities/ anomalies caused by salary differentials not based on objective criteria may result in a grievance from an employee carrying out the same or similar role, or a potential challenge of discriminatory practice.
2. There is some evidence that women are more reluctant to negotiate on salary than men. Appointing managers should be mindful of this potential cause for pay inequality.
3. The current or previous salary of a candidate should be considered when making a salary offer, but simply matching or improving someone’s salary could be discriminatory and may perpetuate continuations in pay inequality. An example of this is where a candidate whose salary has not progressed due to a career break to bring up children is offered a salary matched to their most recent role, but they may possess as many valuable skills and experience as someone who has not had a career break.

**Advertising salary ranges**

1. Posts will be advertised quoting the full salary range for the relevant pay band, including contribution points eg ‘£… to £… a year, with opportunity to progress to £…. a year’. This makes clear to applicants the lower and upper boundaries of the main pay band and the potential for further salary progression beyond this point.

**Contribution points**

1. Contribution points are intended to reward excellent performance over and above the normal requirements of the role. These salary points are in addition to the standard incremental salary points of each pay band. The contribution points at the top of each band should not be used for a starting salary unless there are exceptional circumstances, for example where the current salary is already equivalent to the contribution points salary range (but see 7. Above).

**Determining factors when making a salary offer**

1. Salary offers must be made within the standard incremental salary points of the relevant pay band for the role.
2. The appointing manager may consider the full range of the relevant pay band when determining a starting salary and does not necessarily have to offer the lowest salary point within the pay band.
3. Factors for determining an appropriate starting salary may include:

* Relevant experience, knowledge and skills of the candidate. For example, if a candidate offers only basic skills and competences required for the job and it will take time for them to gain the experience to perform the job at a fully competent level, it would be normal to offer a lower starting salary within the band. Conversely, a higher salary offer may be made to someone who brings all relevant skills, knowledge and experience and requires minimum support and development.
* External market factors (for example posts in the private sector, consultancy, the NHS or the teaching profession may attract higher basic salaries and there needs to be a flexible approach in salary negotiations to secure the best candidate).
* For relevant academic posts, the candidate’s current research profile / publications output.
* Comparable salaries of other staff in the existing team or department: appointing managers should consider the salaries of existing comparable employees to ensure consistency and equity.
* Current salary – (but see 7. above).

1. Appointing managers should remember that salary is not the only financial incentive that can be offered and it may be wise to highlight the starting salary in the context of the overall remuneration package on offer, eg annual leave entitlement, pension, salary sacrifice schemes and relocation entitlements.

**The Offer Process**

1. An HR Adviser will agree the salary offer with the appointing manager, make the job offer and manage any salary negotiation. They will liaise with Head of Institute / Department and will not agree to a different starting salary without their prior agreement.
2. HR can provide a Head of Institute / Department with salary information for the wider team / department to help inform the decision around starting salary.

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**Incremental progression**

17. Annual incremental progression is scheduled as follows:

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| --- | --- |
| 1 April | Support staff – excluding Facilities staff |
| 1 August | Facilities staff |
| 1 September | Academic staff |

providing the staff member is working in the post on that date and they have been employed at the University for 6 months.

If they are in post on the given date but have not completed 6 months’ service, then the increment is due on the 1st of the month following completion of 6 months’ service in that role.

Where an existing employee is appointed to a new post normal annual incremental progression will apply at the scheduled time without a need to gain six months’ service in the new post (1st April for professional support staff excluding facilities, 1st August for facilities staff and 1st September for academic staff).

**Acting Up Allowances**

1. Employees appointed to an “acting” role will receive an allowance in addition to their current salary for the period of the acting up
2. The allowance will be paid in equal monthly instalments in addition to their normal monthly salary and will be subject to tax and national insurance deductions. The sum will not be subject to the cost of living annual inflationary increase.
3. The allowance may or may not be pensionable, depending on the particular rules of the particular pension scheme and the employee’s individual circumstances. The link to the relevant university pension schemes is [**here.**](http://www.worc.ac.uk/personnel/682.htm)
4. Where an employee is appointed to an ‘’acting’’ role, the remuneration for additional duties will be discussed and agreed with the Head of Institute / Department. Advice should be sought from The Director of Human Resources, to ensure that the allowance is equitable in relation to other acting up positions across the university.