



## **Starting Salaries Framework Document – Lindsey Lodge Hospice**

### **Introduction.**

The Hospice is committed to ensuring that staff receive equal pay for work of equal value.

The Hospice pay progression policy sets out details on applying sound principals in respect of incremental pay progression linked to satisfactory performance. It is recognised however that there will be occasions where the appointing manager will need to consider how previous experience should be rewarded for the purpose of recruitment and retention. This guidance has been developed to ensure that managers follow a consistent and fair process when considering salaries offered to new starters and when considering incremental credit for existing employees, including bank staff employed within the hospice.

### **Scope**

This guidance applies to all directly employed hospice staff including bank staff.

### **Principles**

- Staff joining the Hospice may have relevant comparable experience taken into account when determining their starting salary but not in such a way to give new starters any advantage over staff who have gained the same experience and skills within the hospice.
- The appointing manager therefore must be able to justify their decision including the impact on others already in post and should use the agreed checklist for determining starting salaries as attached. (appendix 1).
- Unsocial hours payments, overtime or other payments and all allowances currently in received in addition to basic pay will not be taken into account when determining starting salaries.
- Prior to agreeing incremental credit, line manager should obtain agreement from the HRO who will be responsible for ensuring consistency in approach and obtain documentary evidence to verify previous service/training.
- If there is any disagreement as to whether previous service/training should be recognised, individuals can appeal directly in line with the Hospice grievance policy setting out the reasons for their appeal to the Chief Executive.

### **Agreed Process for new staff without previous Hospice service/ and existing Hospice staff who may not have had previous directly comparable experience recognised.**

1. New staff appointed will normally commence on the minimum point of the pay band, however relevant experience at the same level (or above) of responsibility may be taken into account in determining starting salary as detailed below.

2. Where an individual has relevant previous experience one incremental point on the band can be awarded for each complete 12 month block of aggregated experience providing it is at an equivalent or higher level and directly relevant to the role and meets the requirements set out in any relevant agreed competency framework for the particular role. This process can also be applied to existing hospice employees who believe they may not have had their previous experience taken into account when they commenced employment at the Hospice.
3. Part years' experience can also be credited where the knowledge, skills and experience are directly transferable and the incremental date will be amended to reflect completed months of relevant service. Advice on how incremental dates should be calculated based on part years' service, can be obtained from the HR officer.
4. In all cases previous service and training will be subject to formal verification/documentary evidence and salary details should not be confirmed until this is received. Where the individual has previously worked for an agency, it is important to establish the extent of the work undertaken and experience gained prior to the salary being agreed.
5. To ensure a fair and consistent approach is taken line managers must be able to justify the basis for incremental credit and agree the proposed salary with the HRO so any decisions on recognising previous experience/training are not considered in isolation.
6. New staff appointed from outside the Hospice will normally have an incremental date of the anniversary of their appointment unless point 3 applies.
7. In the interest of equity, incremental credit will not be given for reasons other than years of relevant experience or training, it will not be given due to market forces so if there are difficulties in recruiting to vacancies consideration should be given to whether other approaches should be considered.
8. Individuals who are dissatisfied with the outcome of this process shall have the right of appeal which should be submitted to the Hospice's chief executive. Any appeal will be considered by an appropriately constituted remuneration panel including a Board representative from the HR Committee.

<b>Lead Author of Policy Karen Griffiths</b> <b>Responsible Sub-group Human Resources and Personnel</b> <b>RATIFICATION DATE BY TRUSTEES 13/6/17</b> Review interval 2 years				
To Be reviewed	Review completed	By	Approved By	Circulation
June 2019				

**Appendix A: Checklist for determining starting salaries or awarding incremental credit.**

Each year of directly relevant experience may warrant moving up an increment on the pay band but this should be done in a way that an individual cannot be put in a better position than staff who have gained the same experience working at the Hospice. Any proposal to award additional increments should be accompanied by the line manager undertaking a full review of the experience against the requirements of the role and in conjunction with the HR Officer, obtaining the necessary documentary evidence in support of the proposal so that a clear audit trail exists

<b>Name</b>	
<b>Post</b>	
<b>Date of commencement of post</b>	
<b>Current increment point</b>	
<b>Current increment date</b>	
<b>Completed full years of service</b>	
<b>Is there evidence of regular and satisfactory appraisals (existing staff only)</b>	
<b>Is there evidence of compliance with mandatory training (existing staff only)</b>	
<b>Is there evidence of regular satisfactory supervision and continuing development</b>	
<b>Does the individual meet all the requirements that are set out in the current person specification/competency framework requirements if applicable?</b>	

Any application for incremental credit must be submitted to the HRO detailing the reasons for the application and attaching relevant documentary evidence in support of the proposal.

Recommendations will be submitted to the Chief Executive and subsequent appeals progressed to a remuneration panel.

Signed:

Date: