**The Wheel**

**Remuneration Policy[[1]](#footnote-1)**

*June 2019*

The Remuneration Policy provides guidelines for The Wheel to attract, motivate and retain employees with the skills required to support and drive The Wheel’s development as the leading network in the community and voluntary sector. This policy is supported by staff policies relating to the recruitment, selection, remuneration and training of employees.

**The Wheel’s approach to pay:**

The Remuneration Policy is in line with The Wheel’s guiding core philosophy:

* **Vision:** A thriving community, voluntary, charity and social enterprise sector at the heart of a fair and just Ireland;
* **Mission:** To increase the community, voluntary, charity and social enterprise sector’s capacity and capability to play its part in achieving a fair and just society in Ireland. We do this by:
* representing the shared interests of community, voluntary, charity and social enterprise organisations,
* supporting these organisations to do their work,
  + Promoting the importance of active citizenship.

The Wheel views its staff as its primary asset. It seeks to recruit and retain staff who can represent its, and the sector’s, interests. It strives to foster a positive working environment and to recognise and motivate staff on many different levels so that they can develop professionally and gain value from their employment with The Wheel. The Wheel believes its salaries and terms and conditions reflect this.

The Wheel seeks to be an employer of choice, fairness and equality and to ensure policies are based on sector best practice. We have made a commitment to ensure that all staff are paid above the living wage [The Living Wage is **a wage which makes possible a minimum acceptable standard of living. It is evidence based and grounded in social consensus and it is more than the minimum wage].**[[2]](#footnote-2)

People are employed at The Wheel on the basis of specific skills and experience that they bring to a particular role. For The Wheel to run successfully as a diverse membership organisation spanning the whole diversity of the sector in Ireland, a large range of knowledge, skills, experience, and professional qualifications are required. People who work for The Wheel need to be paid appropriately to ensure that people are recruited with the right skills.

The Wheel believes in retaining staff for the long-term, developing them and benefiting from their growing knowledge. Recruiting staff can be expensive and disruptive, especially as many of our staff have detailed knowledge that is unique to them in the organisation and could not be easily replaced. There is a balance to be struck as it is also recognised that The Wheel is a relatively small organisation in terms of employers generally, and some staff will outgrow the organisation and leave. The Wheel’s remuneration policy is set with these factors in mind.

The Wheel does not operate a bonus scheme.

This policy considers:

* The need to set pay levels at the appropriate levels for the competencies, skills, experiences and behaviour required from its employees.
* The organisation’s ability to pay.
* The creation of a ‘Total Reward Statement’ for each pay level [See Appendix One] which details The Wheel’s remuneration package approach and which goes beyond basic remuneration levels.
* The need to attract and retain staff at all levels in the organisation by offering an attractive remuneration package.

**The Wheel approach to non-pay:**

The Wheel offers staff benefits in addition to basic pay and this is outlined in the *Total Rewards Statement* in Appendix 1. All additional benefits are offered to all staff with the following current exception being that the CEO is currently offered permanent health insurance cover additional to the items identified for all staff in Appendix 1.

**Policy Implementation:**

1. Every role within The Wheel has been placed within a 5 level framework: administration; officer, manager, director and CEO level respectively.
2. These job levels have been benchmarked against the ‘National Guide to Pay & Benefits in Community, Voluntary & Charity Organisations’[[3]](#footnote-3) to reference check that The Wheel is within salary ranges that apply for other organisations in the same sector.
3. Before recruiting, each vacancy is assigned to one of these five levels and this allows for a salary range to be communicated to potential applicants for the role. The starting salary level for the successful candidate is set, with the following factors in mind which need to be balanced:
   1. The job-level within The Wheel’s five job level categories;
   2. The skills and experience of the incoming employee vis a vis: requirements of the role they are being recruited to fill; the role requirements for other employees in that job level; the skills and experience of the individuals occupying other roles in that job level category; and the salary levels of other employees in that job level category.
   3. The current state of the job-market for that particular suite of skills and experience.
   4. Affordability.
4. Remuneration of all staff is reviewed annually (ref step 9 for details). The CEO reviews the remuneration of staff at administrator, officer and manager level, as advised by each line manager and makes decisions on adjustments required. The CEO then advises the Remuneration sub-group and then the board of the decision. The decision is subject to overall budget approval by the board for the year in question.
5. The Remuneration sub-group is comprised of the Staff & Employment and Finance sub-groups (or a subset of each of these, usually the Chairs of the subgroups respectively) and the Chair and Vice Chair of the Board. These respective sub-groups include specialists with significant remuneration expertise and knowledge, particularly of the CV sector.
6. The Remuneration sub-group meets once annually and the CEO also attends for part of this meeting. This review will result in a recommendation to the board regarding decisions about remuneration levels of the CEO and Director level role categories. The senior management team have no role in the setting of Director-level remuneration.
7. To inform its decision making, a spreadsheet detailing the full remuneration package and associated monetary value of same for all staff will be circulated to the full board annually.
8. In the case of the discussion of the remuneration of any staff members who are in attendance at the meeting, s/he will leave the room while the discussion takes place
9. Any potential remuneration amendments can be made in two ways:
   1. across the board, based on the following criteria:
      * Equity and fairness across similar and differentiated levels of responsibility
      * External factors affecting all employees, i.e. cost of living changes
      * Affordability of any changes for The Wheel
   2. In exceptional circumstances, The Wheel can make additional remuneration adjustments to particular staff on the basis of individual performance and changed responsibility. Any such potential recommendations must be made in advance and in writing using the official salary review template and will only relate to exceptional circumstances e.g. significant increase in responsibility, change of job or exceptional performance. In such cases performance review outcomes may also be used to assist in the decision-making process. This process will incorporate the following:
   3. That all staff are aware of the fact that salaries are reviewed each year in conjunction with the annual budget planning process and they may discuss with their line managers and/or senior managers and may make a case.
   4. Aside from any ‘normal, cost of living increase’ which is applied to the pay bands, any potential additional increase following a review of their job situation – to include consideration of the consistency of performance, exceptional performance, market movements applying to the role, taking on extra responsibility / staff / workload, and any other mitigating circumstances or issues.
   5. This process can also apply to the CEO salary consideration, which is a decision made by the board.
   6. In any decisions on salary adjustments, fairness and equity of treatment of staff within pay bands will be taken into consideration.
10. As a leader of best practice in the sector, The Wheel seeks to:
    * ensure employees, with appropriate experience and competencies, are recruited and retained
    * be an employer of choice
    * ensure that fair & equitable employee benefits become the sector norm
11. The Board of Directors recognises that there may be exceptional, unforeseen circumstances where the solution is not found within the parameters of this policy. In such circumstances, the board will use its discretion to find a satisfactory solution
12. Each employee will receive a Total Employee Reward Statement [Appendix 1],
13. The Remuneration Policy will be included in the staff handbook and will form part of new employees induction process
14. The Wheel will carry out an external validation of the pay bands used in the Remuneration Policy every 3 – 5 years.
15. Non-pay benefits will always be considered as an important part of reviewing total rewards for employees.

**Policy Communication:**

* Effective and regular communication with all staff:
  + All staff are aware of the Remuneration Policy via the Staff Handbook
  + Each annual performance appraisal includes a reminder of the Remuneration Policy and review process
* The Remuneration Policy is included in the staff handbook, which all new staff are required to read
* The Remuneration Policy will be clearly displayed on The Wheel website and is shared with all members of The Wheel
* A summary of the Remuneration Policy will be included in the annual report.

**APPENDIX ONE: The Wheel Total Reward Statement Template**

* The Total Reward Statement outlines the full value for the package that an employee receives, including financial & non-financial investment in each employee
* The Total Reward Statement will be tailored to each individual staff member
* The Total Reward Statement is included in each employee’s contract, and include the following detail for each employee level:

**Employee name:**

|  |  |  |
| --- | --- | --- |
| **Your Pay & Benefits Package:** | | |
| Basic Salary |  | |
| Employer Pension Contribution |  | |
| Annual leave days (above statutory) | days | Monetary value: |
| Company closure days | days | Monetary value: |
| [Additional benefits (e.g. Permanent Health Insurance)] |  | Monetary value: |
| Death in Service benefit |  | Monetary value: |
| Monetary value of all of the above: | | |
| **Your Professional Growth Opportunities:** | | |
| Professional Development support | | |
| Educational Assistance | | |
| Attendance at Conferences | | |
| Professional Membership | | |
| **Work Life Balance:** | | |
| Leave programmes (sick leave, parental leave, maternity leave, paternity leave) | | |
| Flexible work arrangements | | |
| Recognition & Rewards occasions | | |

**Details of Total Reward Statements for The Wheel all job level categories:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Benefits:*** | **Administrator** | **Officer** | **Manager** | **Director** | **CEO** |
| *Basic salary [[4]](#footnote-4)* | €28,939 - €35,370 | €33,245 - €40,633 | €42,854 - €52,377 | €65,387 - €79,919 | €83,117 - €101,586 |
| *TOIL for additional-to-contracted hours worked* | Yes | | No | | |
| *Annual leave [above statutory]* | 1 day | | 5 days | | |
| *Private Health Insurance* | No | | | | |
| *Permanent Health Insurance* | No | | | | Yes |
| *Employer Pension Contribution* | 6% – for all job levels [subject to employee 4% contribution] | | | | |
| *Company Closure days (Christmas-related & Good Friday)* | 4-5 days: for all job levels | | | | |
| *Death in Service benefit (4x salary)* | Yes - for all job levels | | | | |
| *Fully paid maternity leave (‘top up’ to statutory)* | Yes - for all job levels | | | | |
| *Fully paid paternity leave (‘top up’ to statutory)* | Yes - for all job levels | | | | |
| *Further education & training support* | Yes - for all job levels | | | | |
| *Flexible working arrangements* | Yes - for all job levels | | | | |
| *Professional subscriptions* | Yes - for all job levels | | | | |
| *Recognition & Reward occasions* | Yes - for all job levels | | | | |

Full details on each of the above are set out in the Staff Handbook.

**APPENDIX TWO: Current pay bands for The Wheel Remuneration policy (Feb 2019)**

The table describes the bands for each of the five categories of roles in The Wheel. The min and max for each band was originally taken from the CFI Pay & Benefits survey (2017) leaving out levels and categories that are deemed not relevant. The average salary from the 2017 survey was used for each relevant comparable role for the category of 20+ employees and a +10% and -10% was applied to identify the minimum and maximum for that pay band. After the pay reviews by the board at the start of 2018 and 2019, across-the-board increases totalling 3.5% were awarded to all staff and consequently the min and max number for each pay band was also adjusted upwards.

The Wheel staff salaries noted below are based on current salary levels and on full-time equivalents for those working less than a 36 hour week.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Level of role in The Wheel** | **CFI Pay and Benefits survey comparator level** | **Column2** | **lower end of the band** | **upper end of the band** |
| 1. CEO | Level One - Head of Organisation |  | **€83,117** | **€101,586** |
|  |  |  |  |  |
| 2. Director | Level Two - Overall responsibility - head of function |  | **€65,387** | **€79,919** |
|  |  |  |  |  |
| 3. Manager | Level Four - Middle managers |  | **€42,854** | **€52,377** |
|  |  |  |  |  |
| 4. Officer | Level Five - Specialist/Professional Staff |  | **€33,245** | **€40,633** |
|  |  |  |  |  |
| 5. Administrator | Level Six - Senior administrator |  | **€28,939** | **€35,370** |

1. Updated February 2019 for pay bands [↑](#footnote-ref-1)
2. www.livingwage.ie [↑](#footnote-ref-2)
3. Produced by the Community Foundation for Ireland on a biennial basis with first edition published in 2015 and the second edition, on which the current salary bands are ‘anchored’ in 2017. See: http://www.foundation.ie [↑](#footnote-ref-3)
4. Based on Pay & Benefits survey data from 2017 edition, augmented (for each band), by 3.5% across-the-board increases which shifted the min and max points for each band. [↑](#footnote-ref-4)