

## The Wheel Remuneration Policy

December 2022

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 articulated in our strategy 2022 – 2026. Including:

- **Vision:** A thriving community, voluntary, charity and social enterprise sector at the heart of a fair, just and inclusive Ireland;
- **Mission:** We champion the role of Irish charities and community organisations in building a flourishing society and support them to do work that has a positive impact.

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.<sup>1</sup>

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.

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<sup>1</sup> [www.livingwage.ie](http://www.livingwage.ie)

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 need to attract and retain staff at all levels in the organisation by offering an attractive remuneration package. To this end, a 'Total Reward Statement' for each pay level [See Appendix One] is provided which details The Wheel's remuneration package which goes beyond basic salary.

### **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<sup>2</sup>.

### **Policy Implementation:**

1. Every role within The Wheel is placed in a band within a 6 band framework: (Administration; Officer, Manager, Senior Manager, Director and CEO level) based on the scale and scope of their role. Descriptors for the bands below CEO are provided in Appendix 2.
2. Band mid-points are set using data gathered from (1) peer group organisations via a bespoke survey; (2) the wider voluntary sector via the National Guide to Pay & Benefits in Community, Voluntary & Charity Organisations<sup>3</sup>; and (3) public sector pay grades.
3. Salary ranges are created around these mid-points based on a range of 90% to 110% of the mid-point. However, as part of the transition to this new policy, ranges will be established based on 85% to 115% of the mid- point. This to be adopted as a transition mechanism only, until such time as the ranges are refreshed.
4. Before recruiting, each vacancy is assigned to one of these six bands and this allows for a salary range to be communicated to potential applicants for the role. Staff will typically be appointed at the start of the salary range of the allocated band but the following factors will also need to be balanced:
  - a. 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 band; the skills and experience of the individuals occupying other roles in that band; and the salary levels of other employees in that band.
  - b. The current state of the job-market for that particular suite of skills and experience.

<sup>2</sup> Administrative changes to this paragraph and appendix 1 may be needed in mid 2023 upon the recruitment of a new CEO.

<sup>3</sup> Produced by the Community Foundation for Ireland on a biennial basis. See: <http://www.foundation.ie>

c. Affordability.

5. On an annual basis, The Wheel will aim to pay the prevailing market movement in the voluntary sector, subject to funding and affordability. Recommendation to provide an annual increase or not will come from the Remuneration sub-group and will be subject to Board approval.
6. 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.
7. Where an annual increase is to be provided, the same increase will be applied to all staff except staff with salaries in excess of the salary range. These staff members will not receive an increase until their salary falls back within the salary range.
8. 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:
  - I. 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.
  - II. Aside from any across the board market movement increase, any potential additional increase following a review of their job situation – to include consideration of the consistency of performance, exceptional performance, additional market movement applying to the role, taking on extra responsibility / staff / workload, and any other mitigating circumstances or issues.
  - III. This process can also apply to the Senior managers and CEO salary consideration, which are decisions made by the Board.

In any decisions on salary adjustments, fairness and equity of treatment of staff within pay bands will be taken into consideration.

9. Out of cycle increases for roles at Senior Manager and below will be put forward by the CEO to the Remuneration sub-group and then the Board for decision. The decision is subject to overall budget approval by the Board for the year in question.
10. The Remuneration sub-group meets annually and the CEO 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 roles. The senior management team have no role in the setting of Director-level remuneration.
11. 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.

12. 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.
13. 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
14. 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.
15. Each employee will receive a Total Employee Reward Statement [Appendix 1],
16. The Remuneration Policy will be included in the staff handbook and will form part of new employee's induction process
17. The Wheel will carry out an external validation of the pay bands used in the Remuneration Policy every 2-3 years.
18. 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
- 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:**

<b>Your Pay &amp; Benefits Package:</b>		
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:		
<b>Your Professional Growth Opportunities:</b>		
Professional Development support		
Educational Assistance		
Attendance at Conferences		
Professional Membership		
<b>Work Life Balance:</b>		
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 bands:

<b>Benefits:</b>	<b>Administrator</b>	<b>Officer</b>	<b>Manager</b>	<b>Senior Manager</b>	<b>Director</b>	<b>CEO</b>
<i>Basic salary*</i>	€27,878 - €37,718	€33,880- €45,837	€46,098 - €62,368	€52,952- €71,640	€62,990- €85,222	€80,160 - €108,451
<i>TOIL for additional-to-contracted hours worked</i>	Yes		No			
<i>Annual leave [above statutory]</i>	1 day		5 days			
<i>Private Health Insurance</i>	No					
<i>Permanent Health Insurance</i>	No					Yes
<i>Employer Pension Contribution</i>	6% – for all job bands [subject to employee 4% contribution]					
<i>Company Closure days (Christmas-related &amp; Good Friday)</i>	4-5 days: for all job bands					
<i>Death in Service benefit (4x salary)</i>	Yes - for all job bands					
<i>Fully paid maternity leave ('top up' to statutory)</i>	Yes - for all job bands					
<i>Fully paid paternity leave ('top up' to statutory)</i>	Yes - for all job bands					
<i>Further education &amp; training support</i>	Yes - for all job bands					
<i>Flexible working arrangements</i>	Yes - for all job bands					
<i>Professional subscriptions</i>	Yes - for all job bands					
<i>Recognition &amp; Reward occasions</i>	Yes - for all job bands					

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

## **APPENDIX TWO: Band descriptors**

<b>Band</b>	<b>Band descriptors</b>
Director	<ul style="list-style-type: none"> <li>• Reports to the CEO and is responsible for the strategic direction and operational management of a key function within The Wheel.</li> <li>• In this capacity, and as part of the leadership team, provides organisational leadership and has organisation wide impact.</li> </ul>
Senior Manager	<ul style="list-style-type: none"> <li>• Reports to a Director role and is responsible for a significant specialist function or diverse operational activity within The Wheel, inputting to strategy for their area, defining operational plans and ensuring these plans are executed.</li> <li>• Provides leadership through Managers.</li> </ul>
Manager	<ul style="list-style-type: none"> <li>• May report to a Director or Senior Manager role and is responsible for the work produced and/or service provided by a team of professionals, including the allocation of work and day to day people management</li> <li>• Alternatively, may be a senior professional with specialised depth of expertise, providing technical direction and guidance to others within The Wheel.</li> </ul>
Officer	<ul style="list-style-type: none"> <li>• May report to a Manager or Director role and will contribute to The Wheel through the provision of a specialist skillset in a defined area. Typically has a university degree or professional knowledge of their area of specialisation.</li> </ul>
Administrator	<ul style="list-style-type: none"> <li>• Provides administrative support for teams and processes across the organisation</li> </ul>

### **APPENDIX THREE: Current pay bands for The Wheel (April 2022)**

The table captures the minimum, mid-point and maximum for each of the six bands of roles in The Wheel. As outlined above, The Wheel's policy is to create ranges around the established mid-points based on a range of 90% to 110% of the mid-point. However, as part of the transition to this new policy, ranges will be established based on 85% to 115% of the mid-point. This to be adopted as a transition mechanism only, until such time as the ranges are refreshed.

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.

<b>Level of role in The Wheel</b>	<b><u>Min</u></b>	<b><u>Mid-point</u></b>	<b><u>Max</u></b>
1. CEO	€80,160	€94,305	€108,451
2. Director	€62,990	€74,106	€85,222
3. Senior Manager	€52,952	€62,296	€71,640
4. Manager	€46,098	€54,233	€62,368
5. Officer	€33,880	€39,858	€45,837
6. Administrator	€27,878	€32,798	€37,718