

## How Pay Works at the Wellcome Trust Sanger Institute

### Pay

All staff have a personal salary within the Pay Range for the grade assigned to their current role. Starting salary is determined on the basis of skills and relevant experience with internal pay relativities being taken into account. The pay of staff is reviewed on 1 January each year.

Grades for the majority of roles within the Institute are determined through a process of job evaluation. Job evaluation provides the Institute with a standard approach to the definition and description of roles and an objective means to compare the relative sizes of jobs across the organisation.

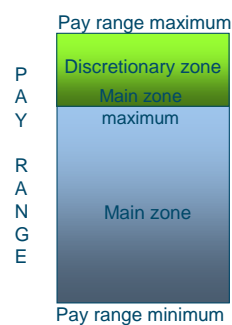
The Institute's grading structure has seven grades plus a Postdoctoral Fellow Scale.

### Grades 1 - 7

Each grade, except Grade 1, is divided into two zones for pay purposes

- Main Zone, with a bar at the Main Zone maximum
- Discretionary Zone with an upper limit at the Pay Range maximum.

#### Grade Composition



New starters will normally be appointed into the Main Zone and will then, through a process of pay progression (contribution awards), be able to move through the Pay Range to the Main Zone maximum.

The rate of progression is dependent on the employee's contribution and may vary from year to year. Entry into the Discretionary Zone is controlled and moderated as part of the annual pay review. Outstanding or sustained high contribution is a prerequisite.

The following may also be evident:

- Acquisition of significant additional skills or competencies resulting in higher job performance
- Assumption of significant additional responsibility
- Demonstrable potential for promotion

The Discretionary Zone may also be used in exceptional cases to deal with the pay of roles that are substantially out of line with the external pay market. Except for the Postdoctoral Fellow Scale the Institute does not employ an increment-based system of pay progression.

### **Postdoctoral Fellow Scale (PDF)**

The Postdoctoral Training Fellow Scale is specific to this cadre of employee. This scale is not split into zones but has incremental points. Pay on appointment will take into consideration a range of factors including; the nature and extent of postdoctoral experience, academic and research record, publications and other scientific achievements.

### **Pay Progression**

Pay within the Institute is reviewed on an annual basis. The pay review has two components:

- General Increase element
- Contribution-based element

The pay review parameters, including the percentage of the General Increase are set by the Board of Management taking into consideration a range of internal and external economic factors. The percentage of the General Increase is normally be used to uplift the pay levels of the minimum and maximum of the Pay Ranges and the Main Zone maximum

#### General Increase

All staff in post on 1 January whose performance is meeting requirements will receive the General Increase from that date. New starters who have joined the Institute on or after 1 October will not see a further revision to their salary in January as this will have been taken into account in setting their starting salary. A reduced General Increase element (or none at all) may be applied where there are established performance shortfalls or where an individual is subject to a formal performance management process.

#### Contribution-based element

The rate of progression between the Pay Range minima and maxima is determined by an individual's level of contribution. All staff in post on 30 September are eligible to be considered for a contribution-based award. The assessment of individuals for contribution-based awards is based on the judgement of managers within the context of the annual pay review and is informed by but not directly linked to performance appraisal (formal and informal). Recommendations are moderated centrally to ensure fairness, consistency and affordability.

The contribution-based element may be paid in the form of a non-consolidated, non-pensionable lump sum where an employee has reached the maximum of the pay range, either the Main Zone or the Discretionary Zone, or where a one-off achievement, rather than ongoing improved performance is being rewarded.

### **Pay Progression for PDF's**

The rate of progression along the PDF scale is determined by contribution based on the individual's performance during the previous year. PDF's in post on the 30<sup>th</sup> September each year are eligible for an incremental award. PDF's whose performance meets required standards are eligible for one increment, managers may award up to a total of three increments to reflect the level of contribution made by the PDF. Once a PDF reaches the maximum point on the scale awards can still be made on a non-consolidated, non-pensionable lump sum basis.

The increments on the PDF scale are normally increased on an annual basis by the percentage of the General Increase.