

Staff Pay and Benefits Policy - Part of Total Reward

1. Purpose

The purpose of this policy is to outline the mix of rewards offered by Ambitious about Autism (AaA) which enables us to attract, motivate, develop and retain high quality people with the skills, experience and potential we need, whilst remaining realistic and affordable.

We are committed to a total reward approach which includes pay, benefits, learning and development, and a good working environment.

This policy applies to all permanent employees and those employed for a fixed period of employment under AaA terms and conditions. Colleagues who have transferred under Tupe will be subject to their existing terms and conditions. It does not cover agency staff, contractors, Trustees, or volunteers. This policy and decisions reached under it are subject to the discretion of Ambitious about Autism senior management. The policy may be varied, subject to appropriate notice.

2. Statutory Guidance

- Equality Act 2010: [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk)
- Equality and Human Rights Commission Statutory Code and Practice on equal pay [Equal pay: Code of Practice | EHRC \(equalityhumanrights.com\)](http://equalityhumanrights.com)

3. Policy Statement

AaA aims to offer opportunities for our staff to work in an interesting and challenging sector with a real chance of making a difference to the lives of autistic children and young people and their families. In doing so, AaA wants to provide staff with opportunities to develop their knowledge, skills, and effectiveness. This is reflected in our Ambitious Approach and the development of our Ambitious Academy to support staff to receive excellent autism education and skills that will inform their practice and career pathways. This policy will contribute to supporting employee representative and engagement forums such as the Staff Council and local forums and the Equity, Diversity and Inclusion (EDI) Committee involving the staff PRIDE, Race and Ability networks.

AaA will provide a competitive and supportive range of pay and benefits reflective of our sector. The external market plays an important part in determining the level of pay and benefits offered. However, we are committed to:

- Following the Real Living Wage for all staff based both inside and outside of London.
- Determining internal relativities based on fair and consistent criteria.
- Rewarding and recognising people based on their contribution.
- Ensuring that our pay systems reflect best practice with respect to EDI.

4. Key Principles

AaA will apply a fair and sustainable market rate of pay and benefits to attract, grow, develop and retain the workforce to deliver on our mission.

Determining internal relativities and basic pay is undertaken using job profiling, job evaluation, placing jobs within a job family, and reviewing the pay band and relevant scale point. Job evaluation is conducted by a committee of staff representatives.

Pay reviews and progression are based on meeting competency standards or accepting additional

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responsibilities. There is no time/length of service-related pay progression criteria applied. Other elements of pay such as market supplements, SEN allowance (TreeHouse School), on call and additional financial awards are supported by relevant business cases. Time off in lieu is to be agreed in advance with the manager, and it is applicable up to Band 5 roles.

AaA provide a range of staff benefits in line with the industry sector these include, but are not limited to, pension provision, travel loans, cycle schemes, eyecare, financial advice, enhanced maternity/adoption payment, a range of leave arrangements including (where relevant) the ability to buy and sell leave.

5. Roles and responsibilities

ELT are responsible for:

- Recommending appropriate bands/pay scales/salaries for their team
- Ensuring all supervisions and performance reviews are carried out on time and fairly
- Communicating reasons for pay decisions to individuals
- Raising market/internal equity issues
- Ensuring consistency across Ambitious about Autism, making sure all banding/pay decisions are signed off before anything is communicated.

The Chief Executive must also approve:

- Salaries for all ELT
- The annual review recommendation
- Proposed bandings for most senior staff (7-9), market supplements, special awards, movements into market and upper pay thresholds

The Deputy Chief Executive must also approve:

- Salaries for jobs reporting to the Director of People & Culture The approval of the Trustees will also be sought for:
- Overall budget and policy for the annual review
- Salary increases for ELT (delegated authority to Nomination and Remuneration Joint Committee)
- Any changes to benefits

6. Other Key Policies:

This policy should be read alongside the following other policies, which can be found on the Ambitious about Autism One World SharePoint portal, or requested:

- Continuing Professional Development Policy and Procedure
- Flexible Working Policy and Procedure
- Sickness Absence Policy
- Family Leave Policy
- Special Leave of Absence Policy
- Recruitment Policy and Process
- Hybrid Working Policy
- Executive Pay Policy

7. Further Details

The following details can be found in the procedural appendices below:

Appendix 1: Determining internal relativities and basic pay

Appendix 2: Pay reviews and progression

Appendix 3: Other elements of pay

Appendix 4: Benefits

Appendix 5: Appeals

Appendix 6: Job evaluation factors and guidance notes

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8. Monitoring arrangements

This policy will be reviewed by the Director of People and Culture and Nomination and Remuneration Committee and approved by the Joint Group Board Committee on an annual basis.

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Appendix 1 – Determining internal relativities and basic pay

Determining Internal relativities and basic pay

Basic salaries are determined in the same way for all:

- By allocation to a band, based on job requirements. There are currently nine bands, and jobs are assigned to the appropriate band using a job profiling system.
- By determining the appropriate job family for the role, depending on the external market for the job, this, along with hours worked determines the appropriate pay scale/salary.

There are currently six job families:

- Teaching: Qualified and Unqualified scales
- Allied Health Professionals
- Ambitious about Autism Behaviour Support
- Specialist Teaching Assistant (THS and AC)
- Ambitious about Autism General
- Ambitious College: Teaching and Specialist Support

Progression along the appropriate pay scale (and/or salary) for Specialist Teaching Assistants is determined by satisfactory contribution, competence and experience linked to our competency and training frameworks. For all other roles, progression is linked to taking on additional responsibilities or taking on a new more senior position (promotion).

Job Evaluation and Job Families

To ensure that internal relativities are fairly determined, an assessment is made of the relative responsibility levels of each job based on Croner job evaluation factors.

The job evaluation process is explained in Appendix 6 and a summary of Croner job evaluation factors and levels are available. Each job will be evaluated based on the following factors:

- Education
- Proven ability
- Managerial and supervisory
- Accountability
- Independence of action
- Complexity
- Relationships
- Direction
- Pressure of work
- Working environment

A summary of Croner job evaluation factors and levels is available on the People Portal: [Job Evaluation](#)

The job family will depend on:

- The nature of the role and the skills, experience, and qualifications needed.
- The external market is relevant to the role. Some job families mirror national scales as this is the appropriate market comparison.

Although there are currently six job families, this may change in future to reflect external market conditions and organisational needs.

We do not adopt the national pay and conditions, but our pay and conditions are loosely linked to them to enable recruitment and retention. There is no direct link or automatic adoption of nationally set terms and conditions.

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AaA does not recognise trade unions for collective bargaining purposes but provides individual representation in the resolution of employment matters.

Pay bands/scales

Within each of the job families, there are a number of job bands, each of which has an allocated pay spine and pay points.

These pay points within each band are drawn from either an Ambitious about Autism pay spine or loosely linked to the appropriate national pay scales. Spine points vary depending on standard/contractual hours worked i.e. some staff work 35 hours, 37.5 hours and some staff work 40 hours on the Ambitious about Autism pay spine.

Not all ELT jobs have a pay scale with incremental points; for example, ELT pay is determined as an individual spot salary, recommended by the Nomination and Remuneration Committee. Determining executive pay is set out in the Executive Pay Policy.

Pay rates for part-time employees will be calculated on a strictly pro-rata basis, based on the proportion of the standard week the employee is required to work.

New jobs/changes to existing jobs

Jobs in the organisation as of March 2010 were allocated to the appropriate job families and bands by an organisation-wide pay and grading review.

Where, subsequent to that review, there is a completely new job or a significant change in the duties, responsibilities or context of an existing job, in the first instance the ELT member with responsibility for the function along with the Head of Recruitment will be responsible for producing the job description, for the profiling process to determine the band and for allocation to the appropriate job family/pay scale. This is normally done before the recruitment process begins, but on an exceptional basis, recruitment can move forward with provisional banding subject to agreement with the ELT lead and Director of People & Culture.

All job descriptions should be written in the standard format.

Job evaluation committee

All new roles, or changing jobs, will be assessed by Ambitious about Autism's job evaluation committee to agree the relevant band for that role. See the job evaluation committee terms of reference.

The Director of People & Culture in conjunction with the relevant ELT member will then agree the relevant job family for that post and resulting pay decision providing this is within budget.

The Chief Executive/Deputy Chief Executive must approve all jobs from Bands 7-9 with input from selected Trustees for Band 9 (i.e. ELT) jobs. The Nomination and Remuneration Committee must approve any pay/promotion decisions for ELT.

External support may be requested if a job proves particularly difficult to profile.

It is important to note that a change in responsibility will not automatically lead to a change in band or increase in pay. This will happen only when the change is significant enough to align the job with a higher profile and if the organisation requires the role to operate at a higher profile.

Individuals who feel that their job has changed significantly should first approach their ELT member. If the ELT member agrees that the job has changed significantly and that the organisation requires the role to operate at a higher level; they should seek a review on behalf of the employee – an informal discussion with the Director of People & Culture is a necessary first step.

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If the ELT member does not agree that the job has changed significantly, they will discuss this with the employee concerned, explaining their reasons. In the event of the disagreement not being resolved, the Director of People & Culture or Head of People will arbitrate.

Where an individual job has been enhanced, so that the role has changed significantly, and a promotion to another level is justified, the job does not need to be advertised before the jobholder is promoted. If an individual is promoted to a higher pay band, their salary should be no less than the minimum salary for their new pay scale, with the exception of a member of staff in development. New jobs will normally be advertised internally via email/website so that all employees who feel suitably qualified can apply.

Recruitment Salaries

Existing and New Jobs

Recruitment can be at any point on the appropriate pay scale depending on skills, experience, external market conditions and the position of other comparable employees/previous jobholders. For Ambitious about Autism scales, we aim to recruit in the lower half of the pay range within the job band, unless benchmarking of the market indicates that a higher salary will be required to successfully recruit. For trainees on a development path, salaries start at the Real Living Wage. E.g. Specialist Teaching Assistants, there are normally fixed pay progression points awarded subject to satisfactory performance and competence-based pay progression.

For Teachers and Allied Health Professionals, recruitment salary is assessed on the applicant's current pay position on the appropriate national scale, subject to the role being appointed into, is of equivalent status and knowledge and experience required.

Advertisements for jobs on Ambitious about Autism scales will normally quote the whole salary range from minimum to maximum, normally excluding the top end of the pay ranges which are designated as market zones or upper pay thresholds. Recruitment to the market zone and upper pay threshold will only be in exceptional circumstances and must be signed off by the relevant ELT member with input from the Director of People & Culture/Head of Recruitment in exceptional circumstances, there is also the option to review pay at the end of the probationary period. This decision is at management discretion and dependent on financial affordability and financial sustainability.

Internal appointments/promotions

The criteria for salaries on recruitment will also apply to internal appointments and promotions.

The salary offered will be carefully compared with what is being paid to other staff in comparable jobs so that there are clear reasons for any resulting differentials.

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Appendix 2 – Pay reviews and pay progression Pay reviews and progression

Annual review of pay scales

Pay scales, i.e. the pay associated with each incremental point on the appropriate pay scales, will be reviewed annually considering:

- Affordability and financial sustainability
- General economic factors e.g. “cost of living”, overall pay settlements in the UK economy and in relevant sectors, changes in average earnings.
- The external market for different jobs and skills.
- For Qualified Teachers and Allied Health Professionals, the national pay award.

There is no guarantee that any annual review will lead to increases, but if an increase is awarded, this will usually be effective from 1 September for the majority of employees. If the annual review results in a fixed percentage general increase across the organisation, this will be incorporated into the pay scales and reflected in each pay point.

Incremental progression within scale/pay increases for individual employees

All progression is subject to affordability and is at the discretion of Ambitious about Autism.

Specialist Teaching Assistants have incremental increases linked to meeting and demonstrating satisfactory competence against the training and competency frameworks. Specialist Teaching Assistants will start at Band 3, point 7 on the Real Living Wage.

Pay Progression Pilot

Additionally, to the incremental pay progression framework for Specialist Teaching Assistants, a pay progression pilot model is introduced for Qualified Teachers, Allied Health Professionals, Positive Behaviour Support Practitioners and Lecturers. The aim of the pay progression pilot is to align career progression with pay progression. Pay progression is linked to professional standards, and staff meeting criteria will be considered for progression. The pay progression pilot is effective from September 2025 and will be reviewed at the end of 25/26 academic year. Pay progression across settings will be moderated by a pay committee convened by the Director of People & Culture.

Staff can be awarded incremental pay increases based on taking on additional responsibilities or being promoted to a more senior role.

In March 2014 it was agreed that the incremental points on the pay scales would be used as a guideline pay point. **Incremental increases based on length of service and contribution were removed from the pay policy following consultation in line with market evidence.**

In exceptional circumstances, Ambitious about Autism may award additional increments within the employee’s pay scale – for example, to create or maintain appropriate differentials within a grade.

The Chief Executive and Director of People & Culture are responsible for ensuring that the financial implications of the annual salary review are within budget and signed off by the Trustees.

Upper pay thresholds and market zones

For the Teaching, AHP and Ambitious about Autism Behaviour scales, the top end of the scale is designated as an upper pay threshold. The pay progression pilot will allow staff to progress on upper pay scales some AHP pay rates are already in the market zone / Upper Threshold. Employees can only progress to the upper threshold based on an assessment of competence, experience and contribution, and progression will be limited to those employees who meet the criteria for progression to those zones.

For the Ambitious about Autism General scale, the top end of the scale (six increments) is

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designated as the market zone. For Ambitious College Specialist Support, the top end of the scale (four – six increments) is designated as the market zone. The pay rates for jobs/employees can only move/be appointed into the market zone based on external market evidence, recruitment and retention experience (and contribution if the proposal is to move a current employee).

Additional responsibilities/ “acting up”

The salary of an employee who is “acting up” to a job at a higher band for 6 weeks or more will normally be increased for a temporary period to reflect this additional responsibility as the employee is being expected to operate outside the scope of normal job requirements. For the duration of the temporary “acting up” period, the salary paid will normally be halfway between the employee’s current salary and the minimum of the higher grade or, if this is not possible within the pay scales, at the minimum of the higher grade.

If an employee takes on significant additional responsibility on a permanent or temporary basis, which does not lead to an increase in band, Ambitious about Autism may award an additional increment at discretion – provided the employee’s salary remains within the appropriate salary scale. Additional responsibilities for some roles can also be paid as an annual allowance, as agreed by the ELT member or Head of School/College. The allowance is paid as a separate payment to basic pay. The employees' basic pay, pay point, and job band remain the same for the substantive duties of the post.

Such payments must be approved by the Chief Executive or Deputy Chief Executive if it is outside the departmental budget. Directors should make the case by recommending the amount; the period of time the payment relates to (if applicable) and highlighting business reasons.

External market benchmarking

Ambitious about Autism’s policy takes account of the external market to allow the organisation to respond flexibly to market pressures. This may result in some differences in the salary bands for jobs in different job families which match the same profiles.

Ambitious about Autism will review the job family scales each year to check that these continue to be appropriate and reserve the right to make adjustments to the number and type of job families.

Adjustment of the number and types of job families to match the market will be based on one or a combination of the following:

- recruitment experience e.g. salary levels of applicants, relative ease of recruitment exercises and advice from recruitment consultants
- retention levels
- formal external benchmarking.

External market data on specific jobs and/or general trends will be fed into the annual salary review process so that the Trustees can come to an informed decision based on objective data.

ELT should highlight any issues in their own market areas, based on recruitment experience, so that further research can take place, if appropriate.

Where recruitment, retention and market data shows that salary levels for particular skills and experience have decreased, Ambitious about Autism may freeze salaries so that individuals affected receive no further salary increase until their basic salary has reached an appropriate position for their current role, or that the market conditions show that an increase is appropriate.

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Appendix 3 – Other elements of pay

Market supplements

In certain, very limited and exceptional circumstances, Ambitious about Autism may pay a market supplement in addition to the normal job family pay scale for the job. (In the case of jobs on the Ambitious about Autism scales, this will be appropriate only where it is necessary to offer pay more than the market zones). Market supplements are normally non-consolidated payments available to recognise short-term, objectively, demonstrable external market pressures and problems with recruitment and retention (principally due to the level of remuneration). These will be subject to annual review, with a facility for withdrawal if no longer justified.

Such supplements will normally take the form of a percentage of addition to salary but may also be paid as an additional and separate benefit, e.g. teachers' pension contributions. Supplements can be paid to new or existing employees. Where there are multi-occupied jobs, the payment of a market supplement to one employee in the specific job will trigger the payment of the same level of supplement to all other employees in the same job.

All market supplements must be approved by the Chief Executive or Deputy Chief Executive.

Where an ELT member feels that a market supplement is appropriate for a job in their function, he/she should raise the case with the Director of People & Culture in the first instance and, if appropriate, provide a written case for consideration supported by evidence.

Additional allowances included in job family scales

SEN (Special Educational Needs) points for Qualified Teachers at TreeHouse School:

Qualified teachers working in a special school setting, such as Ambitious about Autism, are eligible to receive SEN points. Ambitious about Autism gives an allowance of 2 SEN points in addition to basic pay. Details of which are clearly set out in the Ambitious about Autism Teacher's Pay Scale. SEN points are only awarded to qualified teachers in a band 6 role on the main teaching scale and are not awarded to any qualified teacher paid on the leadership scale bands 7, 8 and 9.

Teaching and Learning Responsibilities (TLRs):

At Ambitious about Autism there are a number of discrete sustained additional teaching responsibilities which can be applied for in addition to their key usual teaching responsibilities. These additional teaching and learning responsibilities are available to qualified teachers within School settings in line with market practice. At AaA there are three levels of award based on the level of additional teaching and learning responsibility linked to national pay and conditions. See the Teacher's Pay Scale.

TLR 2 Payment Criteria:

TLR 2 payments may be awarded to teachers who undertake a significant responsibility that is focused on teaching and learning and impacts the progress of students beyond their assigned classes or groups. TLR 2 payments range is confirmed on the Teacher's Pay scale. The Head of School is responsible for determining the pay based on the nature or the teaching and learning responsibilities undertaken by teachers.

- Min point – awarded for teaching and learning responsibilities that are not a subject or phase lead
- Quarter point- a mid-point payment between Min and Mid-point TLR 2 payment may be awarded to newly appointed phase or subject leads undergoing mentoring and development in the role.
- Mid-point – awarded for subject and phase leads responsibilities impacting whole settings.
- Mid to Max Point: Applications for such payments must be submitted to a pay review committee for approval convened by the Director of People and Culture.

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Additional Allowances – Treehouse School

An Additional Allowance may be awarded for non-teaching staff undertaking additional responsibilities. The range of the payment is up to half of the Min Point TLR 2 payment. The Head of School is responsible for determining the pay base on the nature of responsibilities undertaken.

Special discretionary awards - One off awards:

Ambitious about Autism also has the facility to make one off payment to reflect truly exceptional achievement by an individual, team or by the whole organisation. Any awards are outside normal job requirements/expectations, are occasion specific and are focused on results achieved, not additional hours. These awards can be made as part of or outside of the annual salary review process. These awards can be made as part of or outside the annual salary review process.

Recommendations for any special awards should be made by SLT members, supported by ELT members, and must be approved by the Additional Financial Awards Panel, chaired by the Director of People and Culture. The Chief Executive may recommend special awards for ELT members to the Nomination and Remuneration Joint Committee.

Eligibility criteria and terms of the Additional Financial Awards are confirmed in the Additional Financial Awards Guidance document, available on AaA One World: [Additional Financial Award Framework Guidance 2526](#)

Additional hours

Ambitious about Autism expects employees to work reasonable additional hours when required as necessitated by the needs of the organisation without additional remuneration.

TOIL for band 5 and below is given only in exceptional circumstances but must be agreed in advance and taken within two months of the additional hours worked. For bands 6 and above there will be no TOIL for these staff groups, but some flexibility will be given to start times or finish times when additional hours are worked.

Additional hours should not exceed the limits of the Working Time Directive. For the avoidance of doubt, no time off in lieu (TOIL) or pay in lieu thereof can be taken or made unless the time worked was authorised in advance by the relevant ELT member. Where additional hours have been worked on days outside normal working hours (normally at weekends), TOIL will normally be granted by the ELT member for the function, but again this must be authorised in advance.

Any time off in lieu is normally granted in full days, on an “hour for an hour” basis and added to annual holiday entitlement.

In exceptional circumstances, a payment may be made for a significant number of additional hours which have been built up and where time in lieu cannot be taken for operational reasons e.g. additional time off will put unacceptable pressure on the department.

Any such payments will be paid at the standard hourly rate and should be approved by the relevant ELT member.

Where employees who are contracted to work less than the standard working week for their role and required to work significant additional hours on a regular basis, these will normally be paid at normal hourly rate up to a maximum of the standard hours for the role in a week, with TOIL arrangements applying thereafter.

Public Holiday Working – St John’s College Residential Services

Employees at St John’s College and Residential Services, including salaried full year and term time

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only and bank staff working shifts at residential properties, supporting 52 weeks per year learners and operating on public holidays can claim Additional Hours at an enhanced rate time and a half for hours worked on Public Holidays.

Pay on call/standby/shift

The nature of some jobs involves being on standby/on call/shift patterns outside normal working hours as an essential and regular feature of the job. Depending on what is involved, one or more additional increments may be paid as a salary supplement (paid monthly with salary) in respect of an employee regularly working such hours.

On-call Working – St John’s College Residential Services

A member of staff (the on-call manager/supervisor) is on-call when, as part of an established arrangement with St John’s College Residential Services, he/she is available outside of his or her normal working hours to advise residential teams on duty and on exceptional basis attend work when required. The on-call manager/supervisor covering on-call for all the residential properties (7pm to 7am daily and 7am to 7 pm at weekends) will receive an on-call allowance per on-call shift of £30 flat rate.

Sleep-in Payment – St John’s College Residential

Staff members assigned to sleep-in shifts at Residential Services will be eligible for a sleep-in payment, subject to specific eligibility criteria. Eligibility is based on the staff member holding a current employment contract that includes sleep-in duties and having completed all mandatory training relevant to overnight care. Payment will be made at the agreed sleep-in rate at £50 flat rate and is subject to periodic review in line with organisational requirements.

If a sleep-in shift results in the staff members working, then they will be paid at their normal hourly rate for the time they are working. This will be recorded on the Residential Timesheet.

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Appendix 4 - Benefits

Benefits are available immediately or after completion of a qualifying period. More detailed information on benefits is made available to employees on appointment, and our current benefits are outlined below. They are also available to review on the AspireHub.

The mix and flexibility of benefits is reviewed on an annual basis to ensure that the package remains appropriate. Benefits we offer:

Pensions:

AaA has several pension schemes with varying eligibility & qualifying levels:

People's Pension

All staff (except for those in Teachers' Pension) will be auto enrolled into the People's Pension Scheme. Ambitious about Autism operates a 3-month postponement of contributions which means new staff members are automatically enrolled upon reaching 3 months of employment service. Contributions are as per statute. The People's Pension will send you information directly about the scheme when you are auto enrolled. Should a member of staff wish to be enrolled into the People's Pension earlier than month 3 of employment, please contact the Payroll Officer.

Aegon Group Personal Pension Scheme (salary sacrifice available)

All eligible staff can join the Aegon Pension Scheme subject to length of service as detailed below for job bands 1 to 5 and 6 and above:

Band 5 and below:

2 years' service

5% employee contribution

Band 6 and above:

6 months service

Minimum 5% contribution matched by AaA and matched by AaA up to 7.5%

When you become eligible to join this scheme subject to length of service as detailed above, or if you require further information about the scheme, please contact the Reward Advisor who will advise you further.

Teacher's Pension Scheme

Teaching staff (qualified and non-qualified), in a predominantly teaching role*, are eligible to join this scheme from the commencement of employment date. Teachers will be automatically enrolled through payroll from date of start.

Employee contributions rates are based on the Teachers' Pension salary banding and pensionable earnings in the pay period.

Employer contribution rates are paid in line with Teachers' Pension legislation. To find out more information about the Pension Schemes please initially speak to the Payroll Supervisor on the Finance Team.

* As defined by the Teachers' Disciplinary (England) Regulations 2012, Regulation 3. Note: This does not apply to trainees or teaching assistants.

Holiday Entitlement, buying and selling annual leave

Please see individual contracts of employment to determine holiday entitlement for your role. General principles:

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TreeHouse School - Holiday year is 1 August to 31 July.

School staff (teaching children) – work term time only based on a 39-week term timetable including eight statutory Bank Holidays. For the avoidance of doubt, contracts of employment include 28 days statutory holiday that is automatically used during school closure periods. Carry over leave is not applicable.

TreeHouse School support/admin staff holiday entitlement is *either*:

- 32 days or 30 days per annum plus eight statutory Bank Holidays. 32 days + 8 Bank Holidays per annum entitlement is to be taken during school closure periods (i.e. outside of term time).
- 30 days + 8 Bank Holidays per annum is split 50/50 with up to 15 days to be taken
- Staff on these holiday rules can carry over up to 5 days holiday to the following Annual Leave Year to be used by 31 August.

Ambitious College – Holiday Year is 1 August to 31 July

- Lecturers, Senior Leadership Team are entitled to 37 days annual leave plus eight statutory Bank Holidays. Annual leave must be taken during college closure periods.
- College admin staff entitlement is 32 days per annum plus 8 statutory Bank Holidays to be taken during college closure periods.
- Unless confirmed otherwise in individual contracts of employment, staff on these holiday rules can carry over up to 5 days holiday in to the following Annual Leave Year to be used by 31 August.

Specialist Support staff (Specialist Teaching Assistants, Senior STAs, LSCs/Vocational Specialist roles work term-time only equating to 65 college closure days per year based on a 3-week term time (with the exception of two weeks per year when term time roles will work for the delivery of planning/training). For the avoidance of doubt, contracts of employment include 28 days statutory holiday that is automatically used during school closure periods. Carry over is not applicable.

Integrated Services Team – Holiday Year is 1 August to 31 July

Positive Behaviour Support Specialists and AHPs are entitled to 40 days holiday plus 8 Bank Holidays to be taken during closure periods with 5 days that can be taken flexibly during term time. Carry over holidays are not permitted.

The term timetables for TreeHouse School, Ambitious College and St John’s College are available on Ambitious about Autism’s web site.

Staff working part-time or full-time outside of standard weekly working pattern will receive their holiday entitlement in hours.

Ambitious about Autism: Holiday year is 1 January to 31 December. Ambitious about Autism staff entitlement is 27 days per annum plus eight statutory Bank Holidays that can be taken flexibly throughout the year subject to line management approval. Staff on this holiday rule can carry over up to 5 days holiday to the following Annual Leave Year to be used by 31 March.

Ambitious about Autism non-term time employees are entitled to non-contractual discretionary time off between Christmas and New Year when the building is closed. The non-contractual discretionary time off between Christmas and New Year is agreed on an annual basis by ELT and is communicated to staff by the end of October each year.

The organisation expects all staff to take their full annual leave entitlement within the same holiday year to support wellbeing.

Buying and Selling Leave: All eligible staff with flexible annual leave entitlement, with the exception of staff working in term time jobs, are entitled to buy or sell two days of annual leave in each holiday year. Staff in receipt of their holiday entitlement in hours can sell up to 2 days average

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of their working hours within agreed shift patterns. Requests to sell more than 2 days are subject to approval of the Director of Finance and Planning only on an exceptional basis. Please speak to the Payroll Supervisor should you wish to do this.

St John’s College legacy contractual holiday entitlements

Holiday Rule	Description	Holiday Year	Staff Group
30 days (Inc. Bank Holidays)	To be taken flexibly throughout the year with manager approval	1 September to 31 Aug	52 week Residential Nights and Days only
32 Days Plus 8 days Bank Holidays	To be taken flexibly throughout the year with manager approval	1 September to 31 Aug	
32 Days Plus 8 days Bank Holidays	Term Time only – to be taken outside of term time only	1 September to 31 Aug	Term Time Only staff
40 days (Inc. Bank Holidays)		1 September to 31 Aug	Deputy care Manager Care Manager

Carry over and buying and selling leave is not applicable to staff working at St John’s College and Residential Services with legacy St John’s contracts.

Special Leave

There is no qualifying period for special leave. The purpose of special leave is to cover domestic emergencies as well as certain planned circumstances such as public duties. See Special Leave of Absence Policy.

Study Leave

AaA approved course - one day paid study leave for each exam/report and one paid day for an exam. Non-approved course - one day unpaid for the course and one day unpaid for the exam. See Continuing Professional Development Policy.

Time off for Dependents Leave

Employees are entitled to the right to ‘reasonable’ time off unpaid; Ambitious about Autism will pay up to 2 days leave in a rolling 12-month period and any further time off will be unpaid at the discretion of the ELT.

Sick Pay

Calculated on a rolling 12-month cycle

<u>Length of service</u>	<u>Full Pay</u>	<u>Half Pay</u>
Up to 6 months	5 days	5 days
Between 6 months and less than 12 months (or satisfactory completion of review period, if later)	two weeks	two weeks
Between 1 year and less than 2 years	four weeks	four weeks
Between 2 years and less than 3 years	six weeks	six weeks
Between 3 years and less than 4 years	eight weeks	eight weeks
Between 4 years and less than 5 years	ten weeks	ten weeks
5 years and over	twelve weeks	twelve weeks

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Pension contributions will be adjusted according to your pensionable earnings in the pay period and will be determined by the individual pension scheme rules.

See Sickness Absence Policy for further information on the AaA One World page: [027 Sickness Absence Policy and Procedure](#).

Flexible Working Policy

Please refer to the Flexible Working Policy for information about how to make a formal request.

Working from Home and Hybrid working

Please see the Working from Home Policy and Hybrid Working Policy for further details.

Family Leave Policy and Procedure

Enhanced maternity pay is available to staff who have reached two years' service by the 15th week before the expected week of confinement (EWC). Enhanced maternity pay is set out as follows:

- 6 weeks full pay
- 6 weeks 50% pay plus statutory maternity pay (providing this does not exceed full pay).
- Up to 17 weeks 25% pay plus statutory maternity pay (providing this does not exceed full pay)
- A further 10 weeks of statutory maternity pay (providing this does not exceed full pay).
- Up to 13 weeks without pay and pension contributions
- A total of 52 weeks maternity leave.

For staff with less than two years' service by the 15th week before the EWC, statutory maternity entitlement will apply subject to having been employed for 26 weeks by the end of the qualifying week (i.e. the 15th week before the baby is due).

Holiday entitlement accrued during maternity leave for all staff is based on contractual holiday entitlement. Part-time staff receive pro rata entitlement.

Pension contributions will be adjusted according to your pensionable earnings in the pay period and will be determined by the pension scheme rules.

See Family Leave Policy and Procedures on AaA One World page: [019 Family Leave Policies.pdf](#)

Tax Free Childcare

Childcare voucher scheme closed for new members in October 2018 in line with Government Guidelines.

For further information on tax free childcare or access childcare support please visit www.childcarechoices.gov.uk.

Wellbeing

- Employee Assistance Programme (EAP): HSF Assist is available for members of all HSF plans, including all adult and policyholders aged 16 and over. The services provided offer support with physical and mental health and overall wellbeing, including:
 - 24/7 GP Advice Line
 - Virtual Doctor Appointments
 - 24/7 Counselling and Emotional Wellbeing Support
 - Legal advice Helpline
- Eye Care: We offer eye care vouchers to contribute towards eye test and prescription glasses for eligible staff who "habitually" use VDUs and need spectacles for VDU use. Details and the link to request vouchers can be found on the AspireHub portal, or you can contact the Reward Advisor.
- Support from AaA Staff Council
- Access to on-site physiotherapy and Occupational Health advice and support

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- Mental Health support and wellbeing events
- Staff network groups

HSF OptiLife Core Health Plan

All staff at Ambitious about Autism are automatically enrolled in HSF OptiLife Core Health Plan at no cost to them, offering a Health Cash Plan, Personal Accident Cover, Employee Assistance Programme and HSF Perkbox staff discounts.

- Health Cash Plan: offering cover for dental, optical and hearing, specialist consultations and investigations, practitioners and alternative treatments, birth and adoption grants, prescriptions and hospital stay.
- Personal Accident Cover: in case of an accident in the UK or abroad including accidental death benefit and permanent disability cover.
- Employee Assistance Programme
- HSF Perkbox: offers discounts to staff with retailers and supermarkets, gym memberships, entertainment and travel deals, and wellbeing platform.

Voluntary HSF OptiLife Healthcare Plan

Optional scheme with preferential group rates – HSF Health Plan

All staff automatically enrolled into HSF OptiLife Core health plan can upgrade their level of cover voluntarily.

AaA will continue to pay the cost of HSF OptiLife Core policy, and staff are required to pay the difference between their chosen policy and HSF OptiLife Core via payroll deductions.

Contact our account manager andrew.harris@hsf.eu.com for more details or visit the Aspire Hub portal.

Vaccinations

Flu vaccinations are offered to all school & college staff free of charge every autumn. Please ask the Executive Assistants of the Head of School and Ambitious College as to the programmes established locally. Flu vaccination vouchers for charity staff are available from the People Team.

Season ticket loan

Interest free annual season ticket loan of up to £5k for travel costs is available to all staff. Please contact the Reward Advisor about how to access the loan. You can download the application form from the Aspire Hub portal that will need to be authorised by your respective ELT member.

Cycle to Work

The cycle scheme allows staff (having passed probation) to benefit from obtaining a tax-free bike for use on their journey to work by receiving a loan from AaA up to a maximum of £5K that is repaid over a 12-month period.

For more information visit: <https://www.cyclescheme.co.uk> or log on to the Aspire Hub portal for access Ambitious about Autism guidelines and application process.

Other facilities available for staff

Ambitious about Autism has a sheltered bike stand at Pears National Centre which holds up to 24 bikes.

We also have a staff shower on the ground floor and a wet clothes rack for staff cyclists. Ambitious College at CONEL and West Thames has a sheltered bike plus shower facilities.

Life Assurance

In the event of death in service, the scheme will pay out two times the annual salary to ease the financial burden on the employee’s family and dependents. For all staff earning less than £30K AaA will pay out in the event of death in service £60K, all staff are automatically covered under this scheme from their first day of employment if aged at least 16 but less than state pension age. Qualified teachers who are members of the Teachers’ Pension scheme are covered for Life

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Assurance under that scheme (3x basic).

Staff Discounts

A wide range of discount schemes are available for staff at Ambitious about Autism, including:

- Blue Light Card: To access the discounts within the Blue Light Card scheme, staff can voluntarily sign up and obtain a Blue Light Card. The cost of the first card is available for staff via expenses. Upon the expiry of the card, staff can renew their membership if they wish at their own cost.
- HSF Perkbox: see above
- Discounts for Teachers: the scheme is available and free to join for all education staff in the education sector. For further information, please visit: [Discounts For Teachers: Exclusive Discounts, Offers & Codes](#)

Discounted gym membership

Gym memberships at a preferential rate are available via The Gym Group The Gym Group's Corporate Membership Offer for staff at Ambitious about Autism as a self-enrolment benefit. The Gym groups Corporate Membership is offering a no Joining Fee and a 10% Discount off the full monthly membership option selected for the duration of the membership at any of The Gym Group gyms across the UK.

Alternative discounted gym membership options are available on HSF Perkbox, Blue Light card and Discount for Teachers schemes.

Social events

These occur throughout the term subject to availability, and staff are actively encouraged to participate.

Tea, coffee, milk, sugar, spreads, cereal

A free benefit to all staff.

Continuing Professional Development

See separate policy demonstrating full commitment to staff' continuing professional development and ensuring staff have the knowledge, skills and competence to deliver the strategic and operational plan.

Recognition

In addition, each year, AaA celebrates achievement, commitment and long- service at an awards ceremony to recognise and reward staff.

Employee Referral Scheme

We pay a special referral bonus for staff who successfully refer a friend to work at AaA who successfully completed probation. See Recruitment Policy and Process and speak to a member of the Recruitment Team.

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Appendix 5 – Appeal process

Appeals

Any employee who wishes to appeal against either their band or the decision on award/non award of an increment/increase/special award should approach their ELT member in the first instance. The appeal should be in writing setting out why the job has been incorrectly banded and/or why they disagree with a pay decision. The appeals should normally be made with 10 working days of the decision being communicated to the individual.

The process of appeals: STAGE 1: INITIAL MEETING

A meeting with their ELT member and the Director of People & Culture (or the Head of People) who will explain the reasons for the decision. This will normally take place within 10 working days of the appeal being received.

STAGE 2: FINAL MEETING

If the employee still wishes to pursue their appeal, they should set out their grounds for appeal in writing to the Director of People & Culture and the Chief Executive normally within 5 working days of the first meeting. A meeting will then take place with the Chief Executive (or delegated to another Director) and Director of People & Culture.

The Chief Executive's or delegated Director's decision is final and will be communicated to the employee normally within 5 working days of the Stage 2 meeting. There is no resort to the grievance procedure on these specific issues unless Ambitious about Autism failed to follow a procedure.

An employee may be accompanied at all stages by a Staff Council member, work colleague or official trade union representative.

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Appendix 6 – Croner Job Evaluation Factors and Guidance Notes

Why do we have job evaluation in place?

The Ambitious about Autism job evaluation process is in place to:

- Provide a consistent method of assessing the relative responsibility levels of Croner job evaluation factors within jobs within the organisation, so that there is a fair and consistent relationship between the responsibilities of a job and its pay.
- Define the most likely common features of jobs at different levels/bands
- Enable senior management to profile new and changed jobs so that informed judgements can be made as to which pay band is appropriate.

How does the system work?

The Croner job evaluation process assesses roles based on ten key factors to ensure fair and comprehensive evaluation of all roles within the organisation.

Croner Job Evaluation Factor Levels and Description

- Education
- Proven ability
- Managerial and supervisory
- Accountability
- Independence of action
- Complexity
- Relationships
- Direction
- Pressure of work
- Working environment

Education:

This factor relates to the level of education/formal training/qualification that indicate the "mental ability" required for the job to be performed competently. This does not necessarily mean that a specific jobholder has obtained the qualifications referred to (they may have acquired the knowledge by another route), nor that a specific jobholder has only the qualifications referred to.

Factor	Levels	Description
Education	2	Elementary level of education only. General aptitude for basic clerical and/or manual work.
	4	GCSE- Grades D to G / 3–1. Basic keyboard skills, some knowledge of technical terms, and commercial arithmetic. Elementary knowledge of relevant manual/clerical skills. (NVQ-1).
	6	GCSE- Grades A to C / 9-4 or Scottish Standard Grades. Secretarial training and qualifications. BTEC First Diploma. Training to City & Guilds, level 2. (NVQ-2).
	8	Specialised knowledge of a function, trade or craft acquired through advanced formal training. BTEC National Certificate/ONC level or 'A' Levels or Scottish Highers in job-related discipline may be included. Training to City & Guilds at level 3. (NVQ-3).
	10	Knowledge and qualification in a vocational or specialised field short of a Degree Level. For example, HNC/HND/AAT. (NVQ-4)
	12	Degree Level or member of a professional body of recognised Graduate status. Includes ACCA, CIMA. (NVQ-5).

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Factor	Levels	Description
	14	Post graduate qualification - MBA, M.Sc.
	16	Higher degree involving in-depth research, e.g. Ph.D

Proven Ability:

This factor gauges the skills and aptitudes needed for the jobholder to successfully apply the mental ability assessed under the 'Education' factor so as to perform the job competently. These attributes may have been gained through successful exposure to work of a similar type or order but may equally well have been acquired via some other route altogether.

Factor	Levels	Description
Proven Ability	2	No skills and aptitudes of any kind required, learning period minimal.
	4	No skills and aptitudes are necessary but up to one month learning period is required.
	6	No skills and aptitudes are necessary, but a 1 – 2 month learning period is required.
	8	No skills and aptitudes are necessary but a 3-month learning period is required
	10	Some skills and aptitudes are necessary, and a 3-6 month learning period is required in addition.
	12	Skills and aptitudes are required, such as will provide the ability to address a range of straightforward issues.
	14	Skills and aptitudes are required, such as will provide the ability to successfully address a range of issues, some of which may be difficult.
	16	Skills and aptitudes are required, such as will provide the capability to undertake complicated procedures.
	18	Skills and aptitudes are required, such as will provide an understanding of principles and practices that contribute significantly to the work of the department.
	20	Skills and aptitudes are required such as will provide a deep understanding of complex principles and practices mainly applicable across a department
	22	Skills and aptitudes are required, such as will provide advanced awareness of corporate issues. Likely to apply to Director or senior specialist positions
	24	Skills and aptitudes are required such as will provide Global business awareness. Likely to apply to senior Director positions or to recognised experts in a specified field
26	Skills and aptitudes are required, such as will provide high level co-ordination in a complex range of functions. Likely to apply at Chief Executive level or to recognised masters in a specified field.	

Managerial and Supervisory:

This factor examines managerial and staff responsibilities, with balance being struck between controlling a large number of staff carrying out routine tasks and a small team carrying out complex assignments requiring professional skills.

Factor	Levels	Description
Managerial & Supervisory	2	No responsibility for the work of others. May be involved in exchange of information within team/working group

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Factor	Levels	Description
	4	No direct subordinates but may be required to provide introductory training or -involving minor work allocation - to juniors or trainees - and/or influencing/guiding work of other employees, usually in a small team.
	6	Immediate advice, guidance, or instruction to a small team of employees, or technical advice to junior managers and supervisors.
	8	Responsible for leading a large team, section or small departmental function, or advises middle and senior managers on more complicated technical matters
	10	Continuous responsibility for departmental function and/or advises mainly senior managers on highly technical/complex matters.
	12	Managerial responsibility for a number of departments and/or instructs other employees, predominantly at Director level, in respect of policies or procedures.
	14	Managerial responsibility for a major function/division/directorate
	16	Managerial responsibility for the total operation in one country or large region (including several sites, some of which could be overseas).
	18	Managerial responsibility for total international operation.

Accountability:

This factor examines accountability for operations, equipment, procedures and projects, some of which may not carry managerial or staff responsibilities. The level of responsibility is related to the impact of the job on end results and the consequence of errors.

Factor	Levels	Description
Accountability	2	Virtually no direct accountability for materials, components, products, equipment or finance. Errors of limited impact.
	4	Limited direct accountability for materials, components, products, equipment, or finance. Errors of some impact.
	6	Specific accountability for materials, components, products, equipment, or finance. Accountable for the performance of procedure(s) which, if not fulfilled, may have a serious impact.
	8	As for level 6 above, greater accountability for the day-to-day running of an important process(es) or procedure(s) which, if not fulfilled, would have a serious impact.
	10	Partial accountability for a function and/or procedure(s) where errors may involve major expenditure, financial losses or embarrassment, including possible loss of customer accounts.
	12	Accountable for the performance of a significant function or major department, including the carrying out of work on which the Company bases important decisions.
	14	Accountable for the performance of a major part of the Company. Makes decisions which can significantly affect operating results, including company profitability (Normally a Director).
	16	Accountable (with full executive authority) for the overall performance of a UK operation or a subsidiary company within a Group (Managing Director).
	18	Fully accountable for the performance of the whole international organisation (Group Managing Director).

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Independence of Action:

This factor examines the extent to which initiative can be used and decisions taken by jobholders. In essence, this covers freedom to operate.

Factor	Levels	Description
Independence of Action	2	Little or no independence of action is required.
	4	Some independence of action but duties largely fall within a clearly defined range.
	6	Plans and arranges own work to meet set objectives, rather than working to prescribed procedures. Required to show initiative in the use of skills related to the work.
	8	Considerable discretion and independence under general guidance but refers to higher levels for policy and professional decisions.
	10	Frequently required to act without guidance or reference to managerial or professional authority.
	12	Works independently within broad policy, professional standards and budgetary limits. Given wide latitude for planning and accomplishing tasks or assignments.
	14	Participates in strategy formulation for the company, usually concentrating on a major division, directorate or location. Formulates Company's operational policies and procedures.
	16	Responsible for and participates in overall Company strategy formulation.

Complexity:

This factor examines the variety and diversity of tasks and challenges faced by the jobholder linked to the range of skills required.

Factor	Levels	Description
Complexity	2	Small number of simple, routine, and repetitive tasks.
	4	Small range of largely routine duties/tasks.
	6	Range of semi-routine duties. Knowledge of a variety of procedures, methods, and techniques required.
	8	Work requiring discretion and judgement. Knowledge of a variety of procedures, methods, and techniques required.
	10	Work is not straight forward and requires considerable initiative and judgement. Difficult tasks or assignments may be handled.
	12	Work is varied and complicated, requiring substantial creative or analytical ability. May handle one off complex tasks or assignments exclusively - or in addition to main duties.
	14	Highly complex work probably involving a number of different factors or facets but within one major function, discipline, or field of activity.
	16	Plans and performs a variety of complex assignments involving more than one major function, discipline, or field of activity.
	18	Job requires in-depth involvement in/with general business skills and several specific skills/company specialities. Frequently required to switch from one major area of activity to another whilst maintaining awareness/continuity.

Relationships:

This factor examines the extent to which the work involves contact with people inside and outside the organisation, the level and importance of these contacts and the impact of the results of the relationship on the reputation and performance of the organisation.

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Factor	Levels	Description
Relationships	2	Little or no contact outside of your own working group.
	4	Frequent contact within your own work group and/or some contact with others outside your own work area, but mainly within the Organisation.
	6	Frequent contact within your own work group/department and others within the Organisation. Little contact outside the Organisation other than to receive/pass on information.
	8	Frequent contacts internally and externally - much of which requires influencing/negotiating skills to be used.
	10	Contacts internally and externally mainly at senior levels. Making and influencing senior external contacts (including negotiation) is a major part of the job.
	12	Relationships at all levels (and involving dealing with contacts with different languages/cultures) inside and outside the Organisation, where influencing and negotiating skills are paramount.
	14	The need to develop/maintain relationships and successfully influence people externally at the highest levels is a fundamental part of the job and of major importance to the Organisation.

Direction:

This factor is akin to independence. It is, in fact, the opposite of independence and examines the constraints that are in place to act as a check on jobs.

Factor	Levels	Description
Direction	2	Under immediate supervision and/or work is self-checking.
	4	Under general supervision. Daily checks on performance. Clearly laid down procedures covering all work.
	6	Work largely reactive. Normally subject to weekly review.
	8	Job involves some reactive and some proactive elements. Work normally controlled/reviewed on a monthly reporting basis.
	10	Work is largely proactive. Little or no direct supervision. Reporting relationship based on reviews of progress against targets and guidance on methodology.
	12	Reporting relationship based on performance against targets rather than methodology. Applicable to Directors reporting directly to the Managing Director.
	14	Largely autonomous, with only general strategic control from the Board (Managing Director).
	16	Subject to control of Company Chairman and shareholders.

Pressure of Work:

This factor examines the mental and physical stress inherent in jobs.

Factor	Levels	Description
Pressure of Work	2	Work requires little attention or concentration.
	4	Some mental/physical demands on eyes, fingers, hands, limbs - i.e. the need for co-ordination/accuracy for sustained periods.
	6	Moderate pressure. Required to meet externally fixed targets.
	8	High degree of pressure. Work can require considerable concentration. Consistently high level of quality of service is required. Targets tend to be fixed by external factors. Can be major peaks of pressure.

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Factor	Levels	Description
	10	Concentrated and exacting work. Required to develop and organise an involved and complex job. Required to maintain a very high degree of control, and/or reliability and quality, in difficult circumstances.
	12	High pace and work pressure. Directly responsible for meeting critical and very exacting targets, in very difficult circumstances.
	14	Very high work pressure frequently requiring continuous and prolonged application to complete work of crucial value to the Company under extremely difficult circumstances.

Working Environment:

This factor examines the physical environment within which jobs operate together with other physical factors, such as mileage, overseas travel, etc.

Factor	Levels	Description
Working Environment	2	Good office environment - typically spacious room, single occupancy OR Work from home.
	4	Open plan office - normally partially screened and sound deadened.
	6	Open plan office with desks fairly close together.
	8	Shopfloor or shopfloor type environment, including some time spent in production or workshop areas as part of normal duties. OR On-call, OR Noisy-type office environment OR Over 10,000 business miles annually.
	10	Shopfloor environment - conditions can be disagreeable or over 20,000 business miles annually.
	12	Considerable exposure to unpleasant working conditions - e.g. hot, cold, wet, dirty, smelly, noisy, etc. or Over 30,000 business miles annually.
	14	High proportion of unpleasant working conditions and discomfort due to having to wear/use protective clothing and equipment to minimise hazards or Over 40,000 business miles annually or required to stay away from home on Business in excess of 50 days per year.
	16	Working conditions may be hazardous and extremely unpleasant or required to stay away from home on the Organisation's business in excess of 75 working days a year.

The Croner job evaluation process ranks roles into ten levels which are translated into internal bands to ensure consistency and fairness across the organization. Below is a summary table of Croner levels and internal pay bands.

Croner Ranks	Croner Grade Description	Croner JE Points	AAA(ST) Band
0	Director	750-989	9
1	Senior Manager or Senior Specialist	630-749	8
2	Senior Middle Manager	570-629	7
3	Junior Middle Manager	510-569	6
4	Junior Manager	450-509	5
5	Supervisor or Senior Technician	390-449	4
6	Senior Clerical and Technician	300-389	3
7	Skilled	240-299	2

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Croner Ranks	Croner Grade Description	Croner JE Points	AAA(ST) Band
8	Semi-skilled	180-239	1
9	Unskilled	62-179	

AAA(ST) Band	Croner Ranks	Description
9	Rank 0	This rank covers all grades of director (Chairman, Managing Director, Vice President etc). It includes all directors with the legal responsibility of that title but does not include those with the courtesy title "Director" (e.g. Account Director) unless they have responsibilities for general company policy outside their own functions. This may be as part of an executive management team, as is commonly found in internationally owned organisations without UK based directors.
8	Rank 1	This rank covers the heads of major functions reporting to Rank 0. In smaller organisations the rank 0 appointment may well cover the duties of the rank 1 and therefore there may be no incumbent at this rank. Normal responsibilities at this level include company policy formulation, as well as the day-to-day running of an important major function in the organisation. In addition, this rank covers very senior and highly qualified specialists who may have no function or department to manage. Examples of such specialist jobs are Legal Advisor and Consultant.
7	Rank 2	The majority of employees at this grade are heads of main departments, normally reporting to a rank 1 senior manager. In smaller organisations, or for smaller departments, the rank 2 manager may report directly to a director. Alternatively, they may be the deputy to the senior manager. Some important specialists whose effort is more directed to an individual technical or administrative skill could be included in this rank, e.g. Scientist, IT Specialist and Pensions Manager. A Senior Sales Manager may be graded at this level although he/she may not control any Regional or Area Representatives.
6	Rank 3	The heads of smaller departments are likely to be graded at this rank, as well as many specialists such as Senior Engineer, Project Leader, Regional Fundraising Manager and Senior Systems Analyst. Most roles at this rank will have supervisors or team leaders reporting to them.
5	Rank 4	This is the lowest level of management and is one rank above the first line supervisory positions at rank 5. Many employees at this rank would be managing a team or sub-function and could be qualified or part-qualified professionally. Examples include Production Controller, Engineer and Accountant. Office Manager (e.g. Sales, Finance or General) would normally be at this rank except in smaller organisations or activities where they would be graded as Office Supervisor at rank 5. Many specialists appear at rank 4, such as Senior Programmer, HR Officer, Health and Safety Officer, Events Manager, Buyer, Sales Area Manager (controlling a number of Representatives) and Senior Representative.
4	Rank 5	This is primarily a rank for supervisory staff, either in the office or on the shop floor (e.g. Foreman/Team Leader). It also includes senior technicians or specialists such as Sales Representative, Web

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AAA(ST) Band	Croner Ranks	Description
		Developer/Technical Administrator, Assistant Engineer (often newly joined graduate) and Senior Secretary.
3	Rank 6	This rank covers all those staff with minor supervisory roles. It also covers tasks in the office of a senior clerical nature which require experience and a limited degree of initiative, such as Manager's Secretary or Senior Sales Administrator. Technical jobs at this rank include Purchasing and Supply Assistant, Animal Attendant, and Laboratory Technician.
2	Rank 7	This rank includes all staff working under close supervision but classified by experience, training and ability as fully skilled. These include Welder, Fitter, Electrician, LGV Driver, and other crafts. Within the office this rank would cover clerical duties of a specialist nature or requiring skills above those necessary for general clerical work. It would include jobs such as Payroll Administrator, Shipping/Export Agent and Telephone Salesperson.
1	Rank 8	This rank covers all those who are not unskilled or requiring no experience, but for which workers are not required to be fully skilled. Employees at this grade would be carrying out routine tasks under supervision, using their knowledge, experience, and aptitude. Examples of jobs in this grade could include Semi-skilled Operative, Assembler, Van Driver, Caretaker/Janitor as well as general clerical/administration roles.
	Rank 9	This rank covers all unskilled staff doing simple routine tasks. It could also include young staff paid at NMW development rates, whether they are working in the office, in an apprenticeship, or on the production line. The unskilled heading encompasses jobs such as Junior Administrator, Labourer, Cleaner and Canteen Assistant.

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