

## **Review of SCAR Secretariat Salary and Conditions of Employment**

With the change of SCAR to a UK Company Limited by Guarantee and a UK Charity it is now necessary to ensure that SCAR staff are employed in accordance with the requirements of UK employment law [this would be necessary anyway, even without those changes, due to recent changes in UK employment law]. With the assistance of the SCAR Secretariat, the Vice-President for Finance, Ad Huiskes, used this change as an opportunity to investigate SCAR Secretariat salaries and conditions, and to try to ensure that these are as close as possible to that of an equivalent university or institute [it has been SCAR policy to adopt University of Cambridge salary levels, given that Scott Polar research Institute is part of the University, and indeed some past SCAR staff have been employed on the university payroll, though that is no longer the case as it attracts large (100%) overheads].

### **1. Salary Levels**

SCAR currently has no pay scales for Secretariat staff, but offers contracts containing offers of negotiated increases based on performance.

Cambridge University pay scales are available from:  
<http://www.admin.cam.ac.uk/offices/hr/salary/>

Currently (as of June 2009) the salaries of the Secretariat are:

Admin. Assistant (AA): £11.1k (£21.6k full time equivalent) (US\$ 15.5k(30.1k) on (on 26-06-2009)

Executive Officer (EO): £31.8k (US\$ 44.3k (on 26-06-2009)

Executive Director (ED): £49.8k (US\$ 69.3k (on 26-06-2009)

The equivalent Cambridge University scales would be:

AA = Clerical Grade 4 (CS04) - £20.2-26.4 (up to £22.8k automatic)

EO = Grade 6 (equivalent to Research Assistant) £25.6-35.5k (up to £29.7k automatic)

ED = Grade 9 (equivalent to University Lecturer)- £36.5-52.0k (up to £46.2k automatic)

Cambridge University staff get an incremental salary increase each year based on steps on an agreed salary scale (up to a maximum value). The step represents about a 3% increase in salary a year. The university scales themselves are increased by an amount close to inflation each year and revised on 1<sup>st</sup> of August.

Currently the Secretariat staff get a rise each year based on the UK consumer Price Index (CPI; last raise in 2009 was 3.1%; UK target is below 2% and CPI is falling rapidly – 10 year average is 1.6%). They get no incremental

increases, but their contracts allow for a negotiated increase after 2 years based on performance (EO and ED) or an increase based on performance with no time specified (AA).

**Recommendation:** The SCAR Secretariat should follow a salary scale scheme based on the Cambridge University scale. These scales are adjusted annually to compensate for inflation. However, instead of automatic increases for the first nine years and negotiated after (as per the University of Cambridge) SCAR should only allow automatic increases for the bottom four levels of each salary scale (as of June 2009 these would be ED £36.5-41.1k; EO £25.6-28.8k; AA 20.2-22.8 full time equivalent – see below table). Afterwards increases should be performance-based in the range of 1-3% (each increase in the University of Cambridge Salary scale is 3%). In the case of a SCAR employee having a salary in between two University of Cambridge scales then they will still receive the annual inflation correction. Secretariat salaries will be reviewed at the beginning of the year.

*Table: Salary scales based on 2008/9 Cambridge University scales.*

	Yr 0	Yr1 (3%)	Yr2 (3%)	Yr3 (3%)	Yr4 (3%)	Yr5+ (1-3%)	...	Final
<b>ED</b>	36,532	37,628	38,757	39,920	41,118	41,529- 42,351	...	52,086
<b>EO</b>	25,623	26,391	27,183	27,999	28,839	29,127- 29,704	...	35,469
<b>AA</b>	20,226	20,834	21,458	22,101	22,765	22,993- 23,449	...	26,391
<b>TOT.</b>	82,381	84,853	87,398	90,020	92,722	93,649- 95,504		113,946 (USD158,643)
<b>Inc. Taxes (~25%)</b>	102,976	106,066	109,248	112,525	115,903	117,061- 119,380		142,433 (198,304 USD) (SCAR Budget 2009: USD 190,000)

## 2. SCAR Secretariat Performance reviews

Currently EXCOM evaluate the salary increases and performance of all Secretariat staff. This is overly cumbersome and EXCOM are not so acutely aware of the performance of staff below the ED. Therefore:

- **June** - Performance review of Secretariat staff by ED

- **July/Aug.** (EXCOM) - Performance Review of ED and consideration of ED recommendations for other Secretariat staff
- **Jan. 1<sup>st</sup> (year +1)** - Changes to Secretariat wages implemented based on decisions by EXCOM.

**Recommendation:** ED salaries/performance should be reviewed by EXCOM. The ED reviews other secretariat staff and sends recommendations for EXCOM to consider. This should be done on a yearly basis.

### 3. Redundancy and contract length

The Secretariat staff's current short-term (3-year) contracts violate UK and EU employment law; they should be on permanent rather than fixed term contracts. The law presumes that contracts of employment should be permanent unless there is a legitimate reason ("objective justification") for a contract to be for a fixed term. In order to comply with the requirements of the regulations, Cambridge University operates the following employment policy:

- all new appointments should be permanent, unless there is "objective justification" for them to be fixed term;
- existing staff should be moved on to permanent contracts unless there is objective justification for them to remain on fixed term contracts.

In practice this merely means that staff contracts will automatically be renewed each year.

If staff members are no longer required, they can be made redundant (or sacked if misconduct is an issue). If made redundant, Secretariat staff (like university staff) should be eligible for redundancy payments after 2 years of service. Following the university scheme, the amount of redundancy pay should be calculated (up to a maximum of 20 years being reckonable) as:

- 0.5 week's pay for each full year of service where age during year is less than 22;
- 1 week's pay for each full year of service where age during year is 22 or above, but less than 41;
- 1.5 weeks' pay for each full year of service where age during year is 41 or above.

Notice period for any of the Secretariat staff wishing to leave is currently one month. Because of recruitment and training issues it would be better to mirror the University of Cambridge and ask for longer notice periods for longer service, though the actual length of notice may be negotiated with EXCOM.

If you have less than 1 year's continuous service	4 weeks
If you have 1 year but less than 3 years' continuous service	8 weeks
If you have 3 years' or more continuous service	12 weeks

**Recommendation:** To bring it into line with UK employment policy the SCAR Secretariat staff should be employed on permanent contracts that will include redundancy measures for staff as described above, on satisfactory completion of a probation period of 6 months (12 months for ED). Continuity of employment will be based on clear annual appraisals of performance in relation to requirement. Adopt notice requirement procedures as per the University of Cambridge.

#### 4. SCAR Pension Scheme

SCAR currently has no formal employee pension scheme, and is not obliged by law to have one, being an organization with 5 or fewer employees. SCAR does however pay staff an annual pension contribution that is a percentage of gross salary directly to each employee (EO 7%; AA and ED 5%), and it is up to the individual to invest this as they see fit. Cambridge University offers a final salary pension scheme, paying around 14% of gross salary into it. We do not propose to emulate the Cambridge scheme, because it would significantly increase staff costs.

**Recommendation:** (i) SCAR should equalize pension contributions to employees at 7% of salary so that all staff are treated equally; (ii) pension payments should be made monthly; (iii) employees should arrange their own pension investment scheme.

#### 5. Hours of work and holiday entitlement

Official hours of work for Cambridge University are between 36.5 and 37.5 (depending on grade and department). Hours of work for the ED and EO are 42 (including 5 hours for meals) and so are equivalent. AA works half time (20 hours a week). Holidays for the university are 28 days (36 including public holidays). EO and ED currently receive 30 days (38 including public holidays) and the AA 25 days (33 including public holidays).

Cambridge University policy is that staff earn long-service leave at the rate of one day after nine years' unbroken service and thereafter one additional day for each period of three years' unbroken service up to a maximum of four days after eighteen years' service.

**Recommendations:** Secretariat staff should receive the same leave entitlement as the university – 28 days (36 including public holidays). Note this means a reduction in leave of 2 days per year for the ED and EO but an increase in leave of 3 days for the AA. This will standardize conditions for all SCAR staff and put them on a par with their equals in the university. As the ED and EO will lose two holidays they should be compensated financially when the next wage increment is due.

## 6. Special Leave

### *Maternity/Paternity leave*

Currently SCAR has no policy on Maternity/Paternity leave. University policy is currently 18 weeks for Maternity leave and 2 weeks for Paternity leave at full pay, regardless of time of service. It is more common in the UK to pay leave at full pay after a year of service. Note that SCAR can recover the costs of Statutory Maternity Pay (SMP, not full pay) from the Department of Work and Pensions (<http://www.hmrc.gov.uk/payee/employees/statutory-pay/smp-calc.htm#2>) - currently 104.5% of SMP (SMP is 90% of full pay for 6 weeks and then £123.06/week after).

A member of staff should give notice of her/his intention to take maternity/paternity leave, and the intended commencement date of the maternity leave, by the 15th week before the expected week of the child's birth. She/he may subsequently change their mind about when they wish to start their leave providing she gives at least 8 weeks notice.

**Recommendation:** SCAR should adopt Maternity/Paternity leave policies as per the university guidelines, but only offer full pay for 18 weeks after one full year of service (otherwise Statutory Maternity/Paternity Pay).

### *Sick Leave*

SCAR's staff contracts allow sick absence on full pay for up to 6 months in any period of 12 months and thereafter sick absence on half pay, subject to a maximum of 12 months sick absence in any period of 4 years or less.

Cambridge University policy is that if you are absent from work on account of sickness you will normally receive a payment in lieu of salary, which is equal to your normal salary, for a period that depends on your length of service (see below).

Up to 1 year - 8 weeks at full pay, 8 weeks at half pay  
1-3 years - 12 weeks at full pay, 12 weeks at half pay  
3-5 years - 20 weeks at full pay, 20 weeks at half pay  
over 5 years - 26 weeks at full pay, 26 weeks at half pay

If a member of staff is ill for more than seven days, they will need to obtain a medical certificate from their GP.

**Recommendation:** SCAR adopt sick leave policy as per the university guidelines.

### *Special Leave*

Secretariat staff are normally expected to use annual leave for attending to private affairs but in certain exceptional circumstances, e.g. parental leave, summonses for Jury Service, bereavement, or other domestic crises, a limited amount of special paid leave may be allowed. Applications for special leave should be made to the Executive Committee (or ED in the case of the EO or AA).

**Recommendation:** No action needed.

## **7. Other matters**

If any issues arise in the course of the employment of Secretariat staff SCAR will use the Cambridge University Human Resources division as a guide, but noting that any final decision will rest with the SCAR EXCOM.