



# **Health Education and Improvement Wales**

## **HEIW Salary on Appointment for New Entrants to the NHS**

**Policy Owner:** Director of Workforce & Organisational Development

**Approved by:** Executive Team

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## **1. Introduction**

The aim of this procedure is to give guidance to recruiting managers to ensure there is a consistent approach in determining a starting salary and reckonable service for new entrants to the NHS.

## **2. Scope**

This procedure applies to individuals joining the NHS for the first time or to re-entrants who have been working in other non-NHS sectors immediately prior to appointment with HEIW. The procedure aims to set out clear and fair principles for determining the starting point at which new starters commence on the Agenda for Change Pay Band associated with their role.

## **3. Principles**

3.1 The general principle is that new starters should start on the bottom of the scale and thereafter progress through pay band increments in accordance with Agenda for Change. Any deviation from this must be investigated on a case by case basis to ensure that the principles of fair pay both within equal pay legislation and within the Agenda for Change Terms and Conditions Handbook are followed. Each case should be discussed with a People Team representative to ensure consistency across the organisation.

3.2 Starting salaries should not be agreed at interview. While interview panel members may discuss salary to gain an understanding of the applicant's expectations, no commitments should be made that may be taken as a formal or contractual offer of salary. Verbal offers of employment should not commit to a starting salary above the bottom of the scale.

3.3 Salary negotiations should only take place once it is clear a potential recruit will not accept an offer at the pay range minimum i.e. the base starting salary was offered and rejected, as well as any other steps taken to recruit the candidate at this level including discussion of the total package being offered, including learning and development opportunities, interesting projects, career pathways.

3.4 Recruiting managers should ensure that the new starter is aware of the whole remuneration package, including pension scheme, other benefits, hours of work and annual leave allowance as these factors will often make NHS employment more attractive to candidates.

3.5 Where a recruiting manager believes there is a sound business reason for appointing to a higher pay step point, they must provide clear, documented reasons for giving pay step credit and seek approval at Director level (Appendix 1) prior to the start date. Requests will not be considered after the start date.

3.6 Market information about the role i.e. supply/demand and market rates for similar roles should be explored in the business case and considered, and assurances given in the business case that the relevant skills/experience/qualifications the candidate brings cannot be sourced more reasonably elsewhere.

3.7 Directly relevant experience, at the same level of responsibility as, or higher than the new post, may be taken into account in determining starting salary. Only complete years of experience should be credited when the knowledge, skills and experience are directly transferable.

3.8. Service outside the NHS that is considered as equivalent to the corresponding NHS service in terms of duties undertaken and level of responsibility may be considered for incremental credit. Only completed years of service should be credited.

3.9 Documentary evidence (e.g., job descriptions, employment references, payslips were relevant) must be provided for any periods of employment that count towards a higher than the minimum starting salary.

3.10 Current salary should NOT be used as a way of determining starting salary but may be a factor in deciding to take the level of any relevant previous experience into account. Where this is a relevant factor recent payslips must be provided.

3.11 Managers must also ensure that new starters are not placed on a point on the band that would put them in a better position than existing employees with the same or similar experience or those who have gained similar experience within the NHS.

3.12 Non-NHS service will only be taken into account for the purposes of determining a starting salary. It will not count towards annual/sick leave entitlement or towards continuity of service for statutory employment rights.

#### **4. Procedure**

The following procedure will apply when a recruiting manager wishes to consider taking into account non-NHS service in respect of a new appointee.

4.1 A formal offer of a starting salary above the minimum should be made to the individual only once the signed business case has been approved by the Director of Workforce & OD.

4.2 Obtain all relevant supporting documentation from the candidate.

4.3 Assess the implications of applying a starting salary higher than the band minimum against the position of the existing team members.

4.4 Check funding implications with Finance Business Partner.

4.5 Complete and sign business case at Appendix 1 and then submit to their People Business Partner, copying the People Team for initial recommendation ([HEIW.people@wales.nhs.uk](mailto:HEIW.people@wales.nhs.uk))..

4.6 People Business Partner will then submit to the Workforce and OD Director for consideration and authorisation.

4.7 People Business Partner will submit the authorised business case to payroll as soon as possible and before the new employee starts.

4.8 The line manager should check / correct the electronic New Appointment Form (eNAF) with the agreed starting salary and spinal point before returning to payroll.

4.9 The People Team should keep a record of successful requests so that any outcomes can be monitored and reviewed as part of any Equal Pay Review.

## **5. Implementation, monitoring, review and distribution**

This policy will be maintained and updated by HEIW People Team. HEIW will review the operation of the policy as necessary. At a minimum the policy will be reviewed at least every 3 years.

The policy will be available to employees via HEIW's intranet site. Where employees do not have access to the intranet, their manager must ensure that they have access to a paper or electronic copy of this policy.

## **6. Integrated Equality Impact Assessment (EqIA)**

HEIW is committed to ensuring that, as far as is reasonably practicable, the way it treats its employees reflects their individual needs and does not discriminate against individuals or groups.

HEIW has undertaken an Integrated Equality Impact Assessment (EqIA) and received feedback on this policy and the way it operates. HEIW wanted to know of any possible adverse or differential impact that this policy may have on any groups in respect of: age, disability, gender identity; marriage (including same sex) or civil partnership, pregnancy and maternity issues, race, religion and or belief sexual orientation, transgender, carer, Welsh language, or other protected characteristics.

In exploring these possible adverse or differential impacts, HEIW acknowledge the intersectionality of individuals meaning that due regard has been given to the way in which power structures based on factors such as age, disability, gender identity, sexuality, race, religion, belief or non-belief and religion interact with each other to create barriers of overlapping discrimination and disadvantage.

The assessment found that the policy created a number of opportunities for positive impacts on individuals and groups and enabled HEIW to make plans for any necessary actions required to minimise any potential negative impacts ensuring as an organisation we meet our responsibilities under the equalities, Welsh language and human rights legislation and promote good practice.

## Appendix 1:

### **HEIW Business Case – Proposal to Appoint an Individual Above Minimum of Salary Band**

Name of Candidate:

Role Title:

(Proposed) Start Date:

Role Band & Range:

Proposed starting salary : £

Spinal Point:

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Please read the guidance overleaf and then set out below the evidence & justification for offering a salary above band minimum.

1. Name of Line manager:

Signature of line manager:

Date:

2. People Team Business Partner:

Date:

3. Director of Workforce & OD:

Date:

**Approved:** Yes/No

**Comment:**

**Please sign (line manager) and submit this form to your People Business Partner, copying the People Team ([HEIW.people@wales.nhs.uk](mailto:HEIW.people@wales.nhs.uk)), for initial recommendation.**

## **Appendix 2:**

### **Guidance for Appointing above the Minimum of the Salary Band**

For candidates being appointed from outside the NHS the normal process will be for them to start at the bottom of the relevant pay band. However, there may be circumstances where it is appropriate to appoint above the band minimum. This should always be considered very carefully, and managers should evidence the request by assessing against the criteria below:

- Based on application and interview look closely at the previous experience in terms of completed years and job relevance to the post in question
- Assess the impact on existing team members when considering if the salary being requested is higher than that of existing team members and whether this can be justified.
- Look at the whole NHS package, not just salary as some of the benefits (e.g. pension, annual leave) may compensate for a lower starting salary.
- Evidence current salary from payslips. This is for contextual purposes only and is not the determining factor in respect of salary to be offered.
- Assess the impact on budget and any financial implications.
- The risks of possible equal pay claims and grievances