



WEDDIN SHIRE COUNCIL

POLICY NUMBER: 14.20.4

POLICY FOR SALARY SYSTEM

Adopted: 17 August 2017

POLICY FOR SALARY SYSTEM (NO. 14.20.4)

1. **Title:** Policy for Salary System

2. **Number:** Policy Number 14.20.4

3. **Purpose:**

The purpose of the salary system is to take into account the priorities and concerns of the three key stakeholders being the Employees, Management and the Community. In adhering to this principle the objectives of the salary system are:-

- be fair and equitable, providing equal opportunity to all staff.
- be aimed at providing quality and timely delivery of customer services which are cost effective and market competitive.
- provide opportunities for progression based on the gaining and using skills identified and used by the organisation.
- provide flexibility for management to maximise workforce productivity and reward high performance.
- be market competitive in order to attract and retain employees, while being within Council's capacity to pay.
- be supported by a training plan designed to develop skills required by Council so to provide career path opportunities for all Employees.
- be consistent in rewards providing a fair level of job security for employees.
- provide for individual recognition and rewards.
- provide for employee participation and consultation.
- be easy to understand and be communicated to all staff.

4. **Application**

The policy applies to all employees of the Council excluding the General Manager and those designated as senior staff in the Local Government Act.

5. **Associated Legislation and Other References**

Local Government Act 1993 (as amended)

Local Government (State) Award 2010 (as amended) (The Award)

6. **Policy**

6.1 Consultative Committee

Council as a party to the Local Government (State) Award is committed to securing the benefits of structural efficiency through the establishment of consultative and participative processes.

As such Council has established a consultative committee to provide a forum for consultation between Council and its employees to positively co-operate in the implementation of award restructuring and ensuing workplace reform to enhance the efficiency and productivity of the

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Council and to provide employees with access to career opportunities and more fulfilling, varied and better paid work.

The size and composition of the consultative committee shall be agreed to by Council and the local union representatives and is set out in the Committee's Constitution.

Members of the consultative committee are required to undergo appropriate training and education to ensure effective participation in the consultative committee.

The functions of the consultative committee shall include but not be limited to:

- award implementation;
- training;
- consultation with regard to organisation restructure;
- job redesign;
- salary systems;
- communication and education mechanisms;
- performance management systems;
- changes to variable working hours arrangements for new or vacant positions;
- local government reform.
- Proposed variations to leaseback vehicle arrangements.

6.2 The Pay System

(a) Introduction

The Award establishes the entry level rate of pay for each of the levels within the Agreement. The Weddin Shire Council Salary Structure has:-

- identified twenty four grades which are used to provide the entry level rates of pay for individual jobs;
- provides for a minimum salary for each grade together with four steps;
- been designed to conform with established bands and levels prescribed by the Award to provide for a simple hierarchy of entry levels which are easily understood and administered;
- developed entry level rates of pay based on increasing competencies and skills levels required by the job within each grade;
- salary increments differentiated by skills, competencies and performance will be outlined in the competency framework.

The current salary structure is shown in **Appendix A**, and may be independently amended from time to time.

(b) Principles for Salary and Wages Review

The following principles shall govern the administration of the skills based salary structure:-

- the process for the assessment of individual skills will be objective and equitable and free from any bias and discrimination;
- the process of pay review will be objective and equitable as well as being easily understood by all staff;
- the pay structure will recognise and reward those required skills which are held and used by staff in the workplace at Weddin Shire Council;
- the pay structure will provide for internal equity consistent with the structure established by the job evaluation process;
- the initial establishment; and
- training in competency assessment;
- movement within the salary ranges will be based on the acquisition of skills and demonstrated competency in the application of these skills, in addition to performance;
- skill development will be based on the needs of the Council, the job to be performed and the competency of the jobholder.

(c) Assessment Criteria

Positions will be assessed using the agreed Job Evaluation system for determining the band and level as described in the new award at the entry level only.

Managers and Supervisors will be required to assess staff against the competency levels developed to determine the current level of competency and skill for the employee. Recommendations for competency level placement will be assessed by a Manager or Supervisor and will then be submitted for determination by the General Manager.

For all indoor staff and outdoor staff, recommendations for competency level placement are to be referred to the General Manager for approval and report to the Consultative Committee.

Assessment Criteria are detailed in the Guidelines for Assessing Competencies in **Appendix B**.

(d) Market Forces

If a vacant position which is identified within the competency range but the salary is found to be insufficient to attract appropriate applicants for the position, then the relevant Departmental Director should submit a recommendation to the General Manager advising of the appropriate salary required for the position as determined by market forces. The recommendation should include a survey of current salaries being paid at other Councils of similar size and justification for establishing a higher salary due to current market trends.

Any decision in this regard will be referred to the Consultative Committee for information.

(e) Rules for Progression

- i) Staff are entitled to progression within the competency steps appropriate to the job classification provided they are able to demonstrate that they possess, and are using the relevant competencies at the prescribed level in the day to day course of their work with Council.
- ii) Where staff are required to perform higher duties from time to time, a recommendation is to be forwarded to the General Manager identifying the salary points appropriate for all indoor staff and outdoor supervisory staff and to the appropriate Director for other outdoor staff.
- iii) Any application under point 1 must be made in accordance with the process set out in this policy.

6.3 Evaluation and Competency Review

(a) Application for Review

Applications for a review of an employee's job evaluation or competency assessment in accordance with this policy may be directed to the Consultative Committee for referral to the responsible Director, with or without a recommendation.

Applications must be in writing addressed to the Chairman of the Consultative Committee and should:

- include identification of the competencies claimed by the applicant to be held and used which justify a higher rate of pay, consistent with the competency framework, and;
- be made within ten (10) working days of the applicant being advised in writing of the outcome of the annual assessment.

Where agreement between the parties is reached the application is then referred to the General Manager for determination. In the case where agreement between the parties can not be reached the application for a review should be then referred to the General Manger for consideration. The General Manager after consideration of the application will make a determination and advise both parties and the Consultative Committee of that determination.

An application which is unsuccessful shall not be resubmitted (in the same or an amended form) before the next annual assessment.

(b) Appeals

The Award contains the following provisions in Clause 28 (C) (ii):

“The consultative committee shall not consider matters which are being or should be processed in accordance with Award clause 31 Grievance and Disputes Procedures”.

6.4 Training

In order to enable staff to gain the required higher level competencies, Council will prepare and publish a Training Policy which shall ensure that all staff have equitable access to any necessary competency based training, both on and off the job, which is within the Council policy and financial resources.

A Training Plan shall be developed in accordance with the requirements of the Award to set training priorities within Council's budget and to develop skills identified as being required by Council.

7.5 Other Matters

(a) Performance Based Payments

Council recognises the need to be able to reward staff for increased productivity and outstanding performance.

Performance based payments are included in as Step 3 and Step 4 of the Salary System for all positions. Assessment for Steps 3 and 4 depends upon the level of performance of all competencies and may be varied upwards or downwards accordingly.

Employees receiving competency or performance based payments may be demoted under the Disciplinary Procedures of the Award for unsatisfactory work performance or conduct.

(b) Pay Increases Arising From Enterprise Agreements

Salary and wage increases resulting from implementation of an Enterprise Agreement are not included in this policy.

(c) Salary System Review

In order that the salary system continues to align with the needs of the Council employees and the communities expectations the system may be reviewed by Council at any time or when the policy is reviewed.

(d) Recruitment

New employees will be appointed to a competency step within the assessed Band or Level and the evaluated grade as agreed between the Director and the General Manager.

Unless otherwise agreed, new employees will be appointed with a probationary period of six months, with an initial assessment after three months.

After the six month probationary period, the employee will be assessed to establish whether they have achieved the competency level for the position to which they have initially been appointed. If, however the individual does not prove to be competent, the Council will consider:-

- extension of the probation period;
- further training;
- termination

(e) Progression in Competency Steps

Generally, provided the individual employee meets the requirements as assessed, they can move one Competency Step at each assessment. In exceptional circumstances, if approved by the General Manager, employees can move more than one step.

For the majority of employees, the date of assessment shall be 31 December. Assessments should be carried out within one month before or after this date.

Where, following an assessment, an employee meets the criteria for movement from one step to another, the new rate of pay will be applicable from 1 January and subject to adequate financial resources being provided within the annual budget.

The corresponding date of assessment for swimming pool staff shall be 30 September, with payment from 1 October.

The corresponding date of assessment for Directors shall be 30 June, with payment from 1 July.

(f) Transitional Arrangements

If for some reason an individual employee is currently paid higher than the grade maximum, their salary may be frozen until either the job has undergone redesign or the salary falls within the grade range spread or general wage adjustments catch up.

(g) Casual Employees

The competency steps shall not apply to casual employees who will be paid at the assessed entry level only unless otherwise approved.

However casual employees engaged on a regular or systematic basis shall have access to annual assessment in accordance with this policy.

8. Non-compliance

Non-compliance with this policy may render a manager or employee liable for disciplinary action.

9. Review and Amendment

- This policy shall be reviewed by September 2017 and thereafter at four (4) yearly intervals, to ensure it meets all statutory requirements and the needs of Council.
- This policy may be amended by Council at any time following consultation with the Award Consultative Committee.

10. Adoption

- This policy commences as from 17 August 2017 and replaces any previous policy.

11. History

Version	Details
14.1.20	Adopted 19 April 1996
14.1.20	Adopted 20 February 1998
14.20.1	Adopted 17 April 2008
14.20.2	Reviewed 18 June 2009 (Appendix A updated)
14.20.3	Adopted 21 June 2013 (commences 1 July 2013)
14.20.4	Adopted 17 August 2017

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APPENDIX A

Weddin Shire Council - Salary Structure								
Effective 1 July 2013- Weekly								
Grade		Entry	Step 1 (2.5%)	Step 2 (5.0)	Step 3 (7.5%)	Step 4 (10%)	Step 5 (Special)	Band / Level
24		1,733.15	1,776.50	1,819.80	1,863.15	1906.45		
23	*	1,664.00	1,705.60	1,747.20	1,788.80	1830.40		3/4
22B	*	1,566.70	1,605.85	1,645.05	1,684.20	1723.35		4/1
22A		1,489.00	1,526.25	1,563.45	1,600.70	1637.90		
21		1,455.05	1,491.45	1,527.80	1,564.20	1600.55		
20		1,413.55	1,448.90	1,484.25	1,519.55	1554.90	1787.65	
19	*	1,372.60	1,406.90	1,441.25	1,475.55	1509.85		3/3
18		1,275.30	1,307.20	1,339.05	1,370.95	1402.80		
17		1,226.05	1,256.70	1,287.35	1,318.00	1348.65		
16	*	1,178.70	1,208.15	1,237.65	1,267.10	1296.55		2/3, 3/2
15		1,069.05	1,095.80	1,122.50	1,149.25	1175.95		
14		1,044.50	1,070.60	1,096.75	1,122.85	1148.90		
13		1,014.20	1,039.55	1,064.90	1,090.25	1115.60		
12	*	984.80	1,009.40	1,034.05	1,058.65	1083.30		2/2, 3/1
11		933.50	956.85	980.20	1,003.50	1026.85		
10		907.85	930.55	953.25	975.95	998.60		
9		881.95	904.00	926.05	948.10	970.15		
8B	*	858.90	880.35	901.85	923.30	944.80		2/1
8A	*	868.40	890.10	911.80	933.55	955.25		1/4
7		842.50	863.55	884.65	905.70	926.75		
6		821.05	841.60	862.10	882.65	903.15		
5		800.35	820.35	840.35	860.40	880.40		
4	*	784.20	803.80	823.40	843.00	862.60		1/3
3		761.05	780.10	799.10	818.15	837.15		
2		742.70	761.25	779.85	798.40	816.95		
1	*	728.30	746.50	764.70	782.90	801.15		1/2

* Award entry rates not including industry allowance.

Industry Allowance = \$13.80 per week or 0.36 cents per hour.

Garbage Allowance = \$36.70 per week or 0.96 cents per hour.

Meal Allowance = \$13.64

Sewer Choke = \$7.91

Travelling = under 2.5litres = 0.66 cents and over 2.5 litres = 0.75 cents

Casual Loading = 25%

APPENDIX B

WEDDIN SHIRE COUNCIL

GUIDELINES FOR ASSESSING COMPETENCIES

ASSESSMENT SYSTEM

The purpose of an assessment system is to provide a system by which assessors can make consistent, equitable and valid decisions in relation to individuals.

The assessment system must:-

- use clear and explicit competency standards;
- not be resource intensive;
- be conducted by trained assessors;
- incorporate a review process; and
- be credible and non discriminatory.

The assessment process comprises of the following stages:-

- determination of standards;
- gathering evidence;
- assessment decisions; and
- recording the results.

DETERMINING STANDARDS

For each job, a description will be collated in which the competencies, performance criteria and range of skills required are described. The competency framework will set out the level of competence needed to fulfil the job at each increment step. This will then be used as the assessment standards for that job.

ASSESSMENT PROCESS

By using a standard form, the supervisor and the individual to be assessed can provide most of the required information. The Consultative Committee should be primarily responsible for the evidence gathering procedure by ensuring that:-

- the process is fair and objective;
- any inconsistencies in evidence are clarified; and
- any necessary further information is obtained.

An assessment procedure will be developed in which the role of the staff involved and information to potential users is documented.

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Using the following scale individual employees will be assessed for each required competency using the appropriate performance criteria:-

- 1. “Does not meet requirements”**
Performance often does not comply with the Criteria.
- 2. “Needs Improvement”**
Performance substantially complies with the Criteria, but some aspects are not always satisfactory.
- 3. “Meets Requirements”**
Performance always complies with the Criteria, or non-compliance is very rare.
- 4. “Working Well”**
Performance can always be relied upon to comply with or exceed the Criteria.
- 5. “Above Average”**
Performance complies with Criteria at a level demonstrably better than other employees in this category.
- 6. “Outstanding”**
Exceptional performance to a very high standard.

In order to progress to the next salary step, an employee will need to score a minimum of a level three (3) in the assessment scale for the competencies in the current or previous step and the step to which progress is to be made.

Scores at levels one (1) and two (2) will be used as a guide to establish priorities for the development of individual training plans.