# Salary calculation 26/27: Head of Programmes at THL UK

| Job band | Median baseline value for job band | Inner London Weighting* (ILW) multiplier | ILW salary |
|---|---|---|---|
| 8 | £64,582 | 10% | £71,041 |

**ILW applies to individuals residing in Inner London. Inner London refers to addresses that have 'London' in the Town/City field on a Royal Mail address label. Addresses can be checked at https://www.royalmail.com/find-a-postcode .*

# Benchmarking and evaluated job bands at THL UK

For salaries to be fair, transparent and equitable we want to provide a system that delivers a competitive salary in the market and could eliminate potential biases in compensation (such as the gender pay gap).

## Why evaluated job bands and benchmarking

We work with a job evaluation model and third party provider to score roles on 12 separate factors. The score is used to translate the different levels of experience, responsibility, decision making, communication skills, and other aspects of the roles into a simple, discrete score. THL UK then uses this score to determine to which band of jobs each role belongs. Jobs within a band have similar final scores, though they can be very different in nature and may be driven by different scores for different factors influencing the final score.

Once a job has been evaluated by an impartial panel and the correct band for the role identified, THL UK uses market benchmarking to ensure that the baseline pay for all the roles within a band is competitive in the marketplace. We establish the median value for the roles compared to similarly-sized charities outside of London.

We then use formula to adjust for:

- Cost of living increase: determined annually at the start of the financial year (varies by year and isn't automatic)
- Inner London Weighting: additional 10%
- Tenure: staff who perform well within their role are recognised for their service at two, four and six years of service.

## Definitions of job bands

Following an evaluation of every job role, THL UK has established ten unique job bands with distinguishable characteristics and types of responsibilities. The bands are defined as follows:

| Band | Characteristics |
|---|---|
| 1 | Role largely consists of team support duties. These include organising materials, maintaining CRM systems, and being a first port of call. Processes tend to be established. |
| 2 | Role is similar to band 1 roles, but may involve more initiative to create new processes or completely overhaul existing processes, define and prioritise project work, and problem solving. |
| 3 | Deliver much of the day-to-day work of the organisation, often with the administrative and back-end support of team administrators and with oversight and support from senior specialists or managers. There is a good deal of autonomy as well as support from those ultimately setting the objectives and strategic direction. |
| 4 | Combine the operational work of level 3 with more strategic input or advisory role to others within the organisation. These roles tend to be more self-directed, and may be the experts or go-to person on their specialism, even perhaps more so than their manager, who may have oversight of a wider breadth of disciplines. Roles at this level do not need to manage or supervise other staff, though they may have some supervisory role, e.g. project managing and leading a cross-functional team. |
| 5 | Overall management of a functional area of the organisation, including setting objectives, targets, and managing performance against those goals. They will have a high degree of strategic input in their specialism, working closely with their Head of Department. |
| 6 | Roles at this level have overall management of an area, but may have more specific technical or specialist education or experience than level 5 roles. This technical expertise may lead to greater degree of decision-making autonomy than at a level 5. They have a very high degree of strategic input, which may extend to beyond their organisation to impact other organisations. |
| 7 | At this level, roles oversee major departments within the organisation. They manage teams as well as own the strategy in their respective areas. They will often oversee a breadth of disciplines within their department. |
| 8 | Overall strategic lead for a large or highly varied department or multiple functions within the organisation, or heading a department with several sub-strategies that correlate but are often independent or very distinct from the others within the department. The teams they manage are both larger and have more diverse specialisms. |
| 9 | Similar to the above band, but with even larger teams, greater breadth of specialisms and variety, and a greater role to play in organisation-wide strategy. |
| 10 | This level has ultimate leadership and strategic responsibility for the organisation. |

## Pay increases within job band

As people become more experienced in their roles and working at THL UK, they are rewarded with an additional 3% salary increase. We recognise this at two, four and six years of continuous service, in addition to any other pay increases, where staff either stay in their role or move laterally within the organisation. This salary increase does not change the job band of the role, the job description, or the main duties and responsibilities of the postholder. This provides clear career progression within an area of expertise.

Promotion from one job band to a role in a higher-paid job band (e.g. moving into a Lead position or management) is also possible. Typically, promotions are determined by the needs of THL UK to achieve its mission and strategic objectives, rather than recognising an individual. Promotions involve either a new or significantly amended job description, with changes to main duties and responsibilities. When a staff member is promoted from one role to another in a higher-paid job band, their ongoing experience and service is recognised with a pay increase associated with the promotion. They will then be eligible for tenure recognition within their new role after two, four and six years from the point of their promotion.