

# THE HIGHLAND COUNCIL

Resources Committee – 3 December 2008

Agenda Item	
Report No	

## Job Evaluation

### Report by Report by Assistant Chief Executive

#### Summary

This report updates the Resources Committee of the key decisions which have been taken by the Modernising Employment Sub-Committee and of job evaluation and equal pay progress.

#### 1. Background

- 1.1 As part of the National Agreement on Pay and Conditions of Service for Local Government Employees (The Red Book), the Council is required to introduce a new fair and non-discriminatory pay and grading structure to integrate former APT&C staff and former Manual Workers.
- 1.2 The Job Evaluation scheme which was developed nationally has been used for this purpose and the outcomes are included in Section 3.
- 1.3 The Council also inherited a variety of different terms and conditions of service from the previous Regional Council and 8 District Councils and a harmonised package of terms and conditions of service is proposed to address the current variations between Services and Areas.
- 1.4 The introduction of a new pay and grading structure and package of harmonised terms and conditions of service will benefit the Council in a number of ways, including:-
  - Improved flexibility and productivity
  - Equal Pay liabilities will be addressed
  - Reduction in conditions of service grievances
  - Improved service delivery through a modernised workforce with harmonised conditions of service

#### 2. Introduction

- 2.1 The Resources Committee on 28 November 2007 agreed to the establishment of a Modernising Employment Sub-Committee to give the Chief Executive and Depute Chief Executive the necessary authority to agree any amendments to the conditions of service package and the proposed pay structure. The full remit of the Sub-Committee which was agreed by the Resources Committee on 28 November 2007 and 16 April 2008 is attached as per Appendix 1.

2.2 The Modernising Employment Sub-Committee has met on 5 occasions since its establishment. At its last meeting on 29 October 2008, key decisions were taken which has enabled the Council to progress the implementation of the new pay and grading structure and these are outlined in the sections below.

3. New Pay Structure

3.1 The new pay structure is attached as per Appendix 2 and this is effective from 1 April 2008. The structure and supporting documentation has been sent to an External Assessor in order that the final Equality Impact Assessment can be conducted.

3.2 The cost of implementing the new pay and grading structure is estimated at £7.562m in the first year (2008/09) rising to £14.524m in year 5 (2012/13).

3.3 There is a funding gap of £1.581m by year 5 with a variable profile over the years. The profile of the gap will alter as a result of pay awards and staff turnover. The funding gap will be addressed through savings delivered by the budget process as will the incremental costs associated with job evaluation.

3.4 The resulting outcomes for job holders are summarised below and which are broadly in line with the outcomes in other Councils.

Green Circles	53%
White Circles	34%
Red Circles	13%

Green Circle job holders are those whose current contractual earnings are less than the bottom point of their new grade. They are placed on the bottom point on the new grade.

White Circle job holders are those whose current contractual earnings are between the bottom and top points of their new grade. They are moved up to the nearest point on the new grade.

Red Circle job holders are those whose current contractual earnings are more than the top point of their new grade. Their current contractual earnings will be protected at their current level for up to 3 years from 1 April 2008.

4. Conditions of Service

4.1 Negotiations with the trade unions on conditions of service have been continuing for over 2 years and a final proposal has been agreed and has been offered formally to the trade unions in order that they can ballot their members. A summary of the main proposals is attached as per Appendix 3.

5. Equal Pay

5.1 Equal pay signing sessions have been scheduled to take place in January and February at venues throughout the Council area. These sessions will cover the c2500 predominantly female manual workers who are covered by the equal pay framework which addresses the gap period from the end of the last framework (30

September 2006) to the effective date of the new pay structure (1 April 2008). In order to make equal payments as soon as possible, it is planned to issue cheques to employees once they have signed their compromise agreement at their signing session.

5.2 There is a significant number of live employment tribunal claims from current and former employees split between manual workers, many of whom are covered by the above framework, and APT&C employees who are not covered by the framework. It is clear that the current and further possible tribunal claims have the potential to lead to significant additional costs. At this time, no budgetary provision for appeals or tribunal claims has been made. In order to minimise the Council's potential liability, a strategy is being developed in consultation with the Council's Legal Advisers and will be reported to the next meeting of the Modernising Employment Sub-Committee.

## 6. Timelines

6.1 The key dates that are planned over the next few months are:

- Job Evaluation Letters to c10000 employees – week beginning 8 December 2008
- Equal Pay Letters to c2500 employees – week beginning 8 December 2008
- Equal Pay Signing Sessions – during January and February 2008
- Implementation of New Pay Structure – February 2009
- Back Pay Paid – May 2009

## 7. Support for Employees

7.1 The next few months will be a difficult time for many employees and in order to address concerns and queries in an efficient and managed way, the Council has set up the following arrangements.

7.2 A dedicated team and helpline in the Service Centre has been established which will enable frequently asked questions to be responded to. Different or more complex queries will be referred to a back office Personnel support team. A website has also been established which holds all relevant documents which are also available from the helpline team and the back office support team.

7.3 Directors and senior managers have been briefed about the process and outcomes in order that they can be prepared to support staff. The trade unions will also be advised of the main effects on groups of employees.

7.4 It is important that employees direct all their queries to the helpline team in order that they can be logged and responded to.

7.5 A transition programme has also been discussed with the trade unions (attached as per Appendix 4) and the Council will work with the trade unions over the next two years to use the programme and job redesign, wherever possible, for service improvements and to minimise the impact on staff.

7.6 The trade unions have requested that dedicated time off be granted for a number of Shop Stewards to support their members during the immediate period after 8 December 2008. This request was considered by the Project Board who agreed that the Assistant Chief Executive will respond to these requests to ensure that

reasonable time off is allowed, subject to the exigencies of the Service.

## 8. Appeals Procedure

8.1 An appeals procedure has been the subject of consultation with the trade unions since July 2008 and is attached as per Appendix 5. While the trade unions have not submitted any formal written comments, the procedure does reflect some of the suggestions raised by them in meetings. It is proposed, therefore, that Resources Committee approves the attached Appeals Procedure.

## 9. Communications

9.1 Regular meetings have been taking place with the trade unions for over a year on the implementation of the new pay and grading structure. Since June 2008, a total of 9 meetings have taken place.

9.2 Over the last year a great deal of information has been shared with the trade unions including:

- methodology for new pay and grading structure
- breakdown of allowances and enhancements
- the proposed pay and grading structure
- the transition programme
- the appeals procedure
- cost statement
- rank order of jobs

The trade unions have also been provided with copies of the documentation which has been sent to the Equality Impact Assessor.

## 10. Legal Implications

10.1 Current Equal Pay legislation is complex and constantly changing and the expert advice from the Council's External Legal Advisers has been essential in implementing the new pay and grading structure and responding to equal pay claims.

10.2 One issue which was considered by both the Project Board and the Modernising Employment Sub-Committee was the effective start date of the 3 year protection period for red circle employees. In view of recent Court of Appeal decisions, the strong legal advice was that this should be 1 April 2008 i.e. the effective date for the new pay and grading structure and this was agreed by the Sub-Committee.

10.3 The Modernising Employment Sub-Committee agreed to implement the new pay and grading structure under the terms of paragraph 12.2 of The Red Book Agreement after considering the legal advice from the External Legal Advisers.

## 11. Risks

11.1 As stated in section 5.2, there is a significant number of equal pay/value employment tribunal claims and it is clear that the current and further possible tribunal claims have the potential to lead to significant additional costs.

11.2 There will also be appeals against job evaluation outcomes which may lead to

additional costs. It is not possible to anticipate the level of appeals, nor likelihood of success at this time.

- 11.3 As a number of employees are red circled, there is also a possibility of industrial action from either individual employees or groups of employees.

**12. Recommendation**

12.1 That the Resources Committee:

- (i) notes the final pay and grading structure
- (ii) notes the position in respect of settling the residual equal pay claims and other equal pay/value claims
- (iii) notes that the conditions of service package has been offered formally to the trade unions
- (iv) notes the key timelines
- (v) notes the arrangements to support employees.
- (vi) agrees the appeals procedure as per Appendix 5.
- (vii) agrees that the Assistant Chief Executive should respond to requests from the trade unions as per Section 7.6 subject to the exigencies of the Service.

Signature

Designation: Assistant Chief Executive

Date

Author/Reference: John Batchelor, Head of Personnel

**Modernising Employment Sub-Committee**

**Remit**

1. To agree any amendments to the proposed pay structure;
2. To agree any changes to the conditions of service package as a result of consultations/negotiations with the trade unions;
3. To agree any changes to proposed timeline dates;
4. To approve the necessary resources for the establishment of a Project Implementation Team;
5. To provide support for a Collective Agreement with the trade unions on a conditions of service package which will support the new pay structure.
6. To authorise the Chief Executive and Director of Finance to implement the equal pay framework previously agreed by the Council to cover the period 1 October 2006 to 31 March 2008.

PAY STRUCTURE  
2007/2008 PAY

Cosia Spinal Column Point	Highland Council spinal column	Pay grades and Hourly rates			35 HOUR EMPLOYEES	37 HOUR EMPLOYEES
1	1	HC1		5.81	10574	11178
2				5.9		
3	2			5.99	10902	11525
4				6.08		
5	3			6.17	11229	11871
6				6.26		
7	4			6.36	11575	12237
8				6.45		
9	5	HC2		6.55	11921	12602
10				6.65		
11	6			6.74	12267	12968
12				6.85		
13	7			6.95	12649	13372
14				7.05		
15	8			7.16	13031	13776
16				7.27		
17	9	HC3		7.38	13432	14199
18				7.48		
19	10			7.6	13832	14622
20				7.71		
21	11			7.83	14251	15065
22				7.95		
23	12			8.06	14669	15507
24				8.18		
25	13			8.31	15124	15988
26	14	HC4		8.43	15343	16219
27				8.56		
28	15			8.69	15816	16720
29				8.82		
30	16			8.95	16289	17220
31				9.09		
32	17			9.19	16726	17682
33				9.37		
34	18			9.5	17290	18278
35	19	HC5		9.65	17563	18567
36				9.79		
20	20			9.93	18073	19105
38				10.1		
39	21			10.23	18619	19683
40				10.39		
41	22			10.55	19201	20298
42				10.69		
43	23			10.88	19802	20933
44	24	HC6		11.02	20056	21202
45				11.2		
46	25			11.36	20675	21857
47				11.52		
48	26			11.71	21312	22530

PAY STRUCTURE  
2007/2008 PAY

49					11.87		
50	27				12.06	21949	23203
51					12.23		
52	28				12.42	22604	23896
53	29		HC7		12.6	22932	24242
54					12.79		
55	30				12.98	23624	24974
56					13.18		
57	31				13.38	24352	25743
58					13.58		
59	32				13.8	25116	26551
60					13.99		
61	33				14.21	25862	27340
62	34		HC8		14.4	26208	27706
63					14.64		
64	35				14.85	27027	28571
65					15.08		
66	36				15.3	27846	29437
67					15.53		
68	37				15.76	28683	30322
69					16		
70	38		HC9		16.24	29557	31246
71					16.48		
72	39				16.73	30449	32189
73					16.97		
74	40				17.24	31377	33170
75					17.5		
76	41				17.74	32287	34132
77					18.02		
78	42		HC10		18.3	33306	35209
79					18.56		
80	43				18.84	34289	36248
81					19.14		
82	44				19.4	35308	37326
83					19.71		
84	45				20.01	36418	38499
85					20.3		
86	46		HC11		20.6	37492	39634
87					20.91		
88	47				21.23	38639	40847
89					21.55		
90	48				21.87	39803	42078
91					22.2		
92	49				22.53	41005	43348
93					22.87		
94	50		HC12		23.22	42260	44675
95					23.55		
96	51				23.91	43516	46003
97					24.27		
98	52				24.63	44827	47388
99					25.01		
100	53				25.37	46173	48812

PAY STRUCTURE  
2007/2008 PAY

101				25.76		
102	54		HC13	26.14	47575	50293
103				26.53		
104	55			26.93	49013	51813
105				27.34		
106	56			27.76	50523	53410
107				28.18		
108	57			28.6	52052	55026
109				29.02		
110				29.45		
111	58		HC14	29.9	54418	57528
112				30.34		
113	59			30.8	56056	59259
114				31.26		
115	60			31.74	57767	61068
116				32.21		
117	61			32.7	59514	62915
118				33.19		
119				33.68		
120	62		HC15	34.18	62208	65762
121				34.71		
122	63			35.22	64100	67763
123				35.74		
124	64	Blue figures are HC extension of SJC/27 SC of hourly rates		36.28	66030	69803
125						
126	65			37.37	68013	71900

# Harmonised Conditions of Service Package

## SUMMARY OF MAIN PROPOSALS

EXISTING POSITION	COUNCIL PROPOSAL	MAIN IMPACT
<p><b>1. Standard Working Week</b></p> <ul style="list-style-type: none"> <li>● 37 hours for Manual Workers and Residential Staff</li> <li>● 35 hours for APT&amp;C Staff</li> </ul>	<ul style="list-style-type: none"> <li>● 37 hours will be the standard full-time working week</li> <li>● staff on 35 hours will continue to work 35 hours</li> <li>● staff on 37 hours will continue to work 37 hours</li> <li>● part-time staff will continue to work existing contractual hours</li> </ul>	No Impact as no change to current arrangements
<p><b>2. Standard Rate Working Hours</b> (i.e. period during which enhanced pay rates are <u>not</u> payable, except for overtime)</p> <ul style="list-style-type: none"> <li>● <b>Manual Workers</b> 6.00 a.m. to 8.00 p.m. Monday to Friday</li> <li>● <b>APT&amp;C Staff</b> 6.30 a.m. to 7.30 p.m. Monday to Friday</li> <li>● <b>Residential Staff</b> 7.00 a.m. to 10.00 p.m. Monday to Sunday</li> </ul>	<ul style="list-style-type: none"> <li>● Standard rate working hours to be between 6.00 a.m. and 10.00 p.m. Monday to Friday</li> </ul>	Limited Impact as existing contractual hours are unchanged i.e. vast majority of employees' contractual hours are arranged between 7.00 a.m. and 7.00 p.m. (Monday to Friday) when enhancements are not paid in any case. Overtime and flexitime are not affected by this proposal.
<p><b>3. Weekend Working</b> (as part of normal working week, i.e. excludes overtime)</p> <ul style="list-style-type: none"> <li>● <b>Manual Workers</b> T ½ on Saturday and 2T on Sunday (Note: some manual workers currently paid T1/2 on Sunday)</li> <li>● <b>APT&amp;C Staff</b> T ½ on Saturday and T ½ on Sunday</li> <li>● <b>Residential Staff</b> No enhancements for weekend working</li> </ul>	<ul style="list-style-type: none"> <li>● T ½ on Saturday and T ½ on Sunday</li> </ul>	<ul style="list-style-type: none"> <li>● Big improvement for residential staff</li> <li>● No impact on APT&amp;C Staff</li> <li>● Reduction in Sunday rate for those Manual Workers who work Sunday as part of normal working week</li> </ul>
<p><b>4. Shift Working</b></p> <ul style="list-style-type: none"> <li>● <b>Manual Workers</b> Rotating Shifts £36.78 per week; Alternating Shifts £22.99 per week</li> <li>● <b>APT&amp;C Staff</b> Rotating Shifts 17% or 20% of salary; Alternating Shifts 12 ½ or 14% of salary</li> <li>● <b>Residential Staff</b> No Shift Payments</li> </ul>	<ul style="list-style-type: none"> <li>● Shift Allowances to Cease</li> </ul>	<ul style="list-style-type: none"> <li>● Limited Impact as only a small number of APT&amp;C and Manual staff work rotating or alternating shifts</li> <li>● The majority of shift workers i.e. residential staff do <u>not</u> receive shift allowances</li> </ul>

# Job Evaluation & Equal Pay Measadh Dreuchd & Co-ionannachd Tuarastail

EXISTING POSITION	COUNCIL PROPOSAL	MAIN IMPACT
<p><b>5. Irregular Hours/Unsocial Hours</b></p> <ul style="list-style-type: none"> <li>● <b>Manual Workers</b> T 1/5 for all hours worked as part of standard working week between 8.00p.m. and 6.00a.m.</li> <li>● <b>APT&amp;C Staff</b> 7 ½% or 10% of salary for regular hours worked outwith 6.30a.m. to 7.30p.m. Monday to Friday as part of normal working week</li> <li>● <b>Residential Staff</b> not entitled to payment for irregular hours or unsocial hours</li> </ul>	<ul style="list-style-type: none"> <li>● T 1/3 for all hours worked as part of standard working week between 10.00p.m. and 6.00a.m. Note: Hours worked between those hours on a Saturday and Sunday will also receive the weekend enhancement</li> </ul>	<ul style="list-style-type: none"> <li>● Limited Impact</li> </ul>
<p><b>6. Night Time Working</b></p> <ul style="list-style-type: none"> <li>● <b>Manual Workers</b> T 1/3 for all hours worked between 8.00p.m. and 8.00a.m.</li> <li>● <b>APT&amp;C Staff</b> T 1/3 for all hours worked between 8.00p.m. and 8.00a.m.</li> <li>● <b>Residential Staff</b> T 1/3 for all hours worked between 10.00p.m. and 7.00a.m.</li> </ul>	<ul style="list-style-type: none"> <li>● T 1/3 for all hours worked between 10.00p.m. and 6.00a.m.</li> </ul>	<ul style="list-style-type: none"> <li>● Reduced time period where existing rate of T 1/3 payable</li> </ul>
<p><b>7. Overtime</b></p> <ul style="list-style-type: none"> <li>● Approved overtime paid at T ½ on Monday to Saturday and 2T on Sunday and Public Holidays</li> <li>● APT&amp;C employees paid between SCP 31 and 34 overtime paid at plain rate</li> <li>● APT&amp;C employees paid between SCP 35 and 48, overtime paid at plain time based on SCP 34</li> </ul>	<ul style="list-style-type: none"> <li>● Approved overtime paid at T ½ on Monday to Sunday and 2T on Public Holidays</li> <li>● Employees paid between SCP 35 and 48, overtime at plain time based on actual SCP</li> </ul>	<ul style="list-style-type: none"> <li>● Overtime rate on Sundays reduced from 2T to T ½ - Improved rates for employees between SCP35 and SCP48</li> </ul>
<p><b>8. Public Holidays</b></p> <ul style="list-style-type: none"> <li>● Variety of arrangements with number of public holidays varying from 5 to 14 days per annum</li> </ul>	<ul style="list-style-type: none"> <li>● 14 public holidays for all staff (pro rata for part-timers) on a 7 fixed and 7 floating basis [current arrangements for 10 fixed and 4 floaters to continue where offices/units are closed between Christmas and New Year]</li> </ul>	<ul style="list-style-type: none"> <li>● Minimal impact and improvements for those staff on less than 14 days</li> </ul>
<p><b>9. Annual Leave</b></p> <ul style="list-style-type: none"> <li>● 20 or 25 days depending on service. Some staff have additional leave on a personally preserved basis</li> <li>● Several different leave years</li> </ul>	<ul style="list-style-type: none"> <li>● 20 or 25 days depending on service (pro rata for part-timers)</li> <li>● all personal preservation removed</li> <li>● one leave year – February to January</li> </ul>	<ul style="list-style-type: none"> <li>● Very small number of staff will lose personal preservation</li> </ul>
<p><b>10. Pay Periods</b></p> <ul style="list-style-type: none"> <li>● Staff paid either on weekly, fortnightly, 4 weekly or monthly basis</li> </ul>	<ul style="list-style-type: none"> <li>● All employees to be paid on monthly basis</li> </ul>	<ul style="list-style-type: none"> <li>● Will be phased in with transitional arrangements eg advances in pay</li> </ul>

# Job Evaluation & Equal Pay Measadh Dreuchd & Co-ionannachd Tuarastail

EXISTING POSITION	COUNCIL PROPOSAL	MAIN IMPACT
<b>11. Standby Scheme</b> <ul style="list-style-type: none"> <li>Several different schemes in operation</li> </ul>	<ul style="list-style-type: none"> <li>Existing Schemes to be replaced by one scheme which will be the 'best' of the former national schemes</li> </ul>	<ul style="list-style-type: none"> <li>Improvements for most staff on standby</li> <li>Small number of staff undertake standby duty</li> </ul>
<b>12. Availability/Responsibility Allowance</b> <ul style="list-style-type: none"> <li>Local scheme which involves payment of between £1320 p.a. and £2640 p.a. per annum to some staff</li> </ul>	<ul style="list-style-type: none"> <li>This Local scheme will be removed and staff paid as per the new standby scheme if required to be on standby</li> </ul>	<ul style="list-style-type: none"> <li>Limited impact as staff will be paid at standby rates if required to be on standby</li> </ul>
<b>13. Travel and Subsistence Scheme</b> <ul style="list-style-type: none"> <li>Different rates in operation eg essential, casual, training, HMRC</li> <li>Different subsistence rates in operation</li> </ul>	<ul style="list-style-type: none"> <li>All staff to be paid on HM Revenue and Custom rates for business and training mileage (currently 40p per mile)</li> <li>Improved subsistence allowances</li> </ul>	<ul style="list-style-type: none"> <li>Improved mileage rates for training</li> <li>Subsistence rates improved</li> <li>Preservation period of 1 year for Essential Car Users</li> </ul>
<b>14. First Aid Allowance</b> <ul style="list-style-type: none"> <li>Allowance of £345 p.a. for those employees required to hold a current certificate, unless explicitly stated in person specification</li> </ul>	<ul style="list-style-type: none"> <li>Payment of £345 p.a. to employees requested by Service to undertake first aider duties</li> <li>Payment is not made where a qualification is a requirement of the job</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>
<b>15. Telephone Allowance</b> <ul style="list-style-type: none"> <li>Small number of staff received a telephone allowance</li> </ul>	<ul style="list-style-type: none"> <li>Existing Scheme to be Removed</li> </ul>	<ul style="list-style-type: none"> <li>No Impact as essential staff are provided with mobile phones</li> </ul>
<b>16. Chargehand Allowances/ Foreperson Allowances/ Responsibility For Employees Payments</b> <ul style="list-style-type: none"> <li>Weekly allowances paid to Chargehands and Forepersons</li> </ul>	<ul style="list-style-type: none"> <li>Will be Removed as covered by the Job Evaluation Scheme</li> </ul>	<ul style="list-style-type: none"> <li>These responsibilities are reflected in the job evaluation scores and subsequent grades</li> </ul>
<b>17. Bonus Schemes/Merit Incentive Schemes/Profit Share Schemes/Attendance Schemes</b> <ul style="list-style-type: none"> <li>A large number of different schemes exist for some manual workers</li> </ul>	<ul style="list-style-type: none"> <li>All schemes will be removed as covered by the Job Evaluation Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Bonus earnings will be included in contractual earnings calculation which will be preserved for up to 3 years if employees are in detriment</li> </ul>
<b>18. Sleeping In Allowance</b> <ul style="list-style-type: none"> <li>Staff receive an allowance of £31.54 per night if undertaking sleeping in duty in establishments</li> </ul>	<ul style="list-style-type: none"> <li>Existing arrangements to be reviewed with the aim of phasing out sleeping in</li> </ul>	<ul style="list-style-type: none"> <li>Small number of staff currently undertake sleeping in duty</li> </ul>
<b>19. Acting Up Allowances</b> <ul style="list-style-type: none"> <li>Manual Workers currently entitled to acting up payment after 1 day at higher level</li> <li>APT&amp;C and Residential Staff entitled after 4 weeks at higher level</li> </ul>	<ul style="list-style-type: none"> <li>One scheme whereby payment can be made for higher duties after 4 weeks at higher level has been completed</li> <li>In exceptional circumstances where supervisory arrangements have to be put in place immediately, approval can be granted after 1 day at higher level</li> </ul>	<ul style="list-style-type: none"> <li>Minimal impact</li> </ul>

## **Job Evaluation**

### **Transition Programme**

#### **1. Background**

- 1.1 As a result of the introduction of a new pay structure some employees' current contractual earnings will be above the new salary grade maximum for the job.

It is planned that in certain circumstances an employee's job or a group of employees' jobs may be redesigned to support current or future plans to improve or enhance service delivery. There may be circumstances where this approach can be used to manage the impact of new salaries as part of a structured transition programme. Where this approach is appropriate the following programme will apply.

#### **2. Transition Programme**

- 2.1 Each affected employee will be required to achieve an appropriate level of competence through a structured programme of training and development.
- 2.2 The employee and their line manager will complete a Plan. Advice and support will be provided by Employee Development and training for managers will be provided prior to the start of the process.
- 2.3 The Plan will cover a range of options including :
- Job or career opportunities within Highland Council
  - Training or support in applying for jobs and interview skills
  - Skill enhancement and retraining
  - New skills
  - Formal qualifications
  - Experiential/on-the-job training and development

**Appendix 1  
Transition Plan**

Name:	Job Title:
Service:	Section:
Manager Name:	Manager Job Title:

<b>Existing Skills and Experience</b>
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<b>Requirements of Redesigned Job</b>
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<b>Specific Skills Training Needs</b>
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<b>General Development Needs</b>
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Agreed Action and Resources	By Whom	Target Date	Review Date

**Formal Review Date:**

**Signed Post Holder:**  
**Date:**

**Signed Manager:**  
**Date:**

**Approved Signature:**  
**Name:**  
**Designation:**

**Job Evaluation**

**Appeals Procedure for the Initial Evaluation of Jobs**

**1. Introduction**

This document sets out the procedure for employees appealing against the outcome of the initial evaluation of jobs under the Job Evaluation process. It applies to those employees covered by the Scottish Joint Councils' Single Status agreement.

The outcome of the appeal process is final. There is no recourse to any of the Council's procedures such as the grievance procedure.

The recognised trade unions (Unison, GMB and UNITE) have been consulted.

**2. Grounds of Appeal**

(i) **Admissible** grounds of appeal are where the employee considers that her/his job has been:

- Matched to the wrong service group

and/or

- Matched to the wrong level within a service group.

and/or

- Allocated the wrong factor levels

(ii) **Inadmissible** grounds for appeal include

- comparability with other jobs (either within the Council or outwith the Council),

and/or

- seeking to restore previous differentials

and/or

- dissatisfaction with the pay level as a result of job evaluation.
- Any grounds not related to the job, for example personal performance.

### **3. Making an Appeal**

Appeals will only be considered if submitted on the appeals form. The completed form must be lodged with the Head of Personnel in HQ, Glenurquhart Road, Inverness, by **20 February 2009**. Late appeals will not be accepted unless it has been demonstrated to the Assistant Chief Executive in advance of the deadline date, that the appeal could not have been made on time.

The form must contain the views of the line manager on the factual content of the appeal and the accuracy of the appellant's case. The appellant can be assisted in the preparation and presentation of the appeals form, but not by any member of the Job Evaluation Project team, which includes current or former job analysts.

The appeals form contains provision for a jobholder of a generic job type to state if the appeal is for his/her job only, or for other employees covered by the generic job type, for example, employees with the same job in the same unit.

In all cases the appeal must be accompanied by evidence to support the appeal.

### **4. Stage 1**

At Stage 1, all appeals will firstly be examined by the Head of Personnel (or nominated officer). This may lead to a Job Analyst meeting with the jobholder, his/her TU representative if requested by the jobholder, and the jobholder's manager, to clarify the reasons for the appeal and to discuss the basis for the notified matching or evaluation. It could also involve direct contact with the jobholder, his trade union representative if requested by the jobholder, and the line manager. This stage will clarify whether the appeal covers the appellant only or a group of jobholders.

If the appeal is resolved at Stage 1, this will be noted on the appeals form by the Head of Personnel and the appeal will end at that stage. The decision will be confirmed in writing to the employee.

### **5. Stage 2**

Appeals at Stage 2 will be heard by a Council panel comprising three members: - an independent chair, a management representative and a trade union representative.

The panel will be drawn from a pool of panel members who have been trained in the application of the scheme. The pool will include independent chairpersons.

An appellant can elect to have the appeal determined by the panel solely on the form submitted. Alternatively, the appellant can make a personal appearance before the panel to present the appeal, or have the case presented on his/her behalf either by his/her representative. The representative must be a trade union representative or a work colleague of the appellant's choice.

## 6. Appeal Meeting Procedure

The independent chair will make the appropriate introductions and inform the appellant of the procedure to be followed.

The appellant or his/her representative will have 10 minutes to present the case, after which the panel may ask questions for no more than a further 10 minutes.

Appellants will confine themselves to facts related to the job. Personal qualities, (such as good time keeping, long service, good health record, good attendance record, competency, efficiency) and performance/capability issues are not examined under the job evaluation scheme, and therefore will not be considered by the appeals panel.

A member of the job evaluation project team will be in attendance as an adviser to the panel and to provide guidance as to the application of the scheme. The manager who has signed the appeal form will also be in attendance and may be asked questions by the panel.

Presentation time should be used by the appellant to emphasise key points in the case, the panel having already had the application form and having access to supporting information for example the original job evaluation questionnaire and job overview.

After any questions put by the appeals panel to the jobholder or their representative, the jobholder or their representative will have the opportunity to make brief summary key points, introducing no new evidence.

## 7. Decision and Notification

The decision of the appeals panel will be reached by consensus. If panel members fail to agree then the initial assessment of the job will stand.

The panel will decide at that stage if the appellant's appeal was either:

- Upheld,
- Not upheld, or
- Set aside pending further investigation

If the panel decides that the appeal is upheld then the job will be re-scored based on the instruction from the Panel.

If the appeal is set aside pending further investigation the Panel will instruct the Head of Personnel to oversee the further assessment of the job through the job evaluation process, which could involve re-interview by a job analyst or referral to the project team for the complete re-evaluation of the job facts and the use of the job evaluation software.

The appeals panel will reconvene on those cases where further assessment has been sought and provided by the project team at the request of the panel. When reconvening, it will be without further attendance of the jobholder and/or his/her representative.

The decision of the panel will be final.

The appellant will be notified of the results by letter including details of any revisions to factor levels, job overview, and where appropriate, resulting change in pay. Any change determined by the appeals panel will apply from the date of implementation of the job evaluation scheme results.