

# AGENDA

## Employment Panel

**Friday, 10 May 2013 AT 09:35  
In the Slupsk Room, Civic Centre, Carlisle, CA3 8QG**

### **Apologies for Absence**

To receive apologies for absence and notification of substitutions.

### **Declarations of Interest**

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

### **Public and Press**

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

### **Minutes of Previous Meetings**

To approve the minutes of the meeting held on 14 January 2013.  
[Copy Minutes in Minute Book 39(5)]

## **PART A**

**To be considered when the Public and Press are present**

**A.1 CHANGES TO SOME JOB EVALUATION ARRANGEMENTS**

**3 - 50**

The Director of Resources to submit a report on proposed improvements to the practices and arrangements of the Job Evaluation Process Procedure.  
(Copy Report RD.10/13 herewith)

**PART B**

**To be considered when the Public and Press are excluded from the meeting**

# Employment Panel

Agenda  
Item:

**A.1**

Meeting Date: 10 May 2013  
 Portfolio: Finance, Governance and Resources  
 Key Decision: Not Applicable:  
 Within Policy and  
 Budget Framework YES  
 Public / Private Public

Title: CHANGES TO SOME JOB EVALUATION ARRANGEMENTS  
 Report of: Director of Resources  
 Report Number: RD10/13

**Purpose / Summary:**

In 2010, the Council implemented a new pay policy, underpinned by using job evaluation to grade all jobs. The related arrangements were incorporated into the Pay Policy. Three years later, an efficiency review of job evaluation practices and arrangements was carried out and some improvements proposed. This report brings a revised Pay Policy Document to the Employment Panel incorporating these proposals.

**Recommendations:**

The Panel approves the revised job evaluation arrangements and pay policy for consultation with staff. The Panel is also asked to consider giving delegated authority to the Chair to approve the final document after consultation.

**Tracking**

Executive:	
Overview and Scrutiny:	
Council:	

## 1. BACKGROUND

- 1.1 In November 2009, Council agreed a new pay policy which was implemented on 1 March 2010. A key feature of this policy was that job grades were to be established using job evaluation schemes. The policy document also incorporated details of how the job evaluation process would operate. Three years later, in the light of experience, an efficiency review on job evaluation processes and arrangements was carried out using Lean Systems methodology. The review recommended a number of process improvements which will save significant time for those involved, while maintaining the integrity of the process.
- 1.2 A review team, led by a member of HR trained in Lean Systems, was set up consisting of one manager, a representative from IT, a trade union member and an HR Advisor. Other Councils in the North West Region and Northwest Employers Organisation were contacted for their experience of operating Job Evaluation as part of this review. Most other Councils had chosen to change their evaluating practices to benchmarking at the time of implementation and those Councils that, like Carlisle, continued to use panels were reviewing their practices. North West Employers were offering support to those Councils moving towards a more efficient system.
- 1.3 The key findings from the review were:
- a) the present arrangements for gathering and recording information about jobs and scoring them to arrive at a grade, take a considerable amount of time for several people (on average 7 hours for a new post and 18 hours per job for a changed post and considerably longer again if the post is generic averaging a further 3 hours per additional post holder)
  - b) the current practice of many panellists asking for a review of the grade six months after a job has been recruited has the potential to cause recruitment difficulties (and in a more buoyant job market would do so). Due to ongoing transformation the 6 months panel recall has resulted in several post holders experiencing re-evaluation twice yearly for the past 3 years.
  - c) a need to formalise processes where there the line manager and the employee cannot agree over tasks carried out. This is currently practiced but formalisation will make this clearer for staff.
- 1.4 Proposals have been developed to address the concerns identified by the review without compromising on the integrity of the process and principles. As job evaluation is incorporated into the Pay Policy, Employment Panel approval is

required before changes can be implemented. If Members agree the proposals, the workforce and trades unions will be consulted.

## **2. CHANGES PROPOSED**

- 2.1 The main differences between current and proposed arrangements are primarily around how the exercise is carried out in the Council and relate to forms used and how information is gathered. However, there are two key changes which, while not strictly policy, do relate to principles of how it is run, such as the Job Evaluator benchmarking posts (discussed in paragraph 2.3.1.c) and allowing employees the right to request a review of grade more frequently than currently (discussed in paragraph 2.3.2 a) below.
- 2.2 The changes in the policy document are in part 2 paragraphs 2 and 4 (pages 7 and 9), with a very minor amendment in paragraph 11.3 d) (page 16) of the attached Pay Policy Document.
- 2.3 A summary of the changes proposed are:
- 2.3.1 New or amended jobs
- a) Manager draws up/amends job description
  - b) Job Evaluator meets with manager (and employee if there is one in post) to discuss the job and record the critical aspects of the job in Job Evaluation terms, on a simplified form. A form has been tested out on a few jobs in the last couple of months and has resulted in a saving of approximately 9 hours per new job and 16 hours per changed job to gather and record information about a job. Additional savings will arise because the forms are considerably shorter, saving approximately 88p per new job and £2.20 for an amended job in photocopying costs. The Job Evaluator's experience allows her to focus on those aspects of the job that affect the score, rather than everything being included, as was the case in the past.
  - c) Job Evaluator benchmarks job, using, reference to other similar jobs. She has been estimating scores for managers for costing purposes for the past few years prior to finalising proposed structure changes and experience has shown when the jobs are subsequently scored by a panel, they rarely change.
  - d) A sample of all new/amended jobs will be sent to a panel for scoring to act as a quality control, or if there is another reason such as the job is a difficult one to

score. (Current practice is to send the job to several panels with the final one acting as a moderation panel and this can take up to 2 or 3 hours of up to nine officers' time).

- e) Grading Panels, when they are convened, will consist of equal numbers of management/employees and trades union representatives and the Chair will alternate between management/employee and trades union (current arrangements are for a management/employee, an HR and a trades union representative and chaired by management/employee).
- f) Greater use will be made of the line manager and (if in post) the employee, as "expert witness" to assist the panel with any queries they may have.
- g) The Job Evaluator will facilitate the panel. The same format of panel will be used for appeals, but the Job Evaluator will withdraw from the panel when they make a decision on the jobs score further ensuring that those involved in appeal have not been involved in scoring the post previously.

#### 2.3.2 Employee requesting a review of their grade

- a) If an employee believes their job has materially changed they may ask for its grade to be reviewed. It is proposed that this can be no more frequently than 1 year after an employee initiated a grading review for the post (currently 2 years). Given the degree of change in the Council, two years is a long time to expect an employee to wait if they genuinely believe their job has changed. This time limit only applies to employees initiating a grading review. The existing appeal rights described for new and amended jobs where the grading review was initiated by management will continue to apply.
- b) Any review of the grade will be carried out using the same processes as for new and amended jobs (outlined in paragraph 2.3.1 above) with a right of appeal.

#### 2.3.3 All jobs considered by a panel

If the Grading Panel is unable to come to a majority decision, the job will be referred to an internal arbitration panel consisting of a Director/TCCE, a Trades Union representative and an HR representative, none of whom will have had any previous involvement with grading the job and the Director/TCCE and Trades Union Representative are from a different directorate to the post being considered.

### **3. REVISED PAY POLICY DOCUMENT**

- 3.1 The proposed changes have been incorporated into a revised document, attached as appendix 1 and are to be found in part 2 paragraphs 2 and 4 of the Pay Policy document. The internal administrative processes have been put into a separate document which will allow for more guidance, such as sample forms, notes for those initiating a grading review, process flow chart, etc. and facilitate any future changes that are purely of an operational nature. A copy of this document has been attached, for Members' information.

### **4. CONSULTATION**

- 4.1 SMT have been consulted on these proposals
- 4.2 Representatives from management, HR, Finance and the trades union were included on the working group.
- 4.3 If Members approve the revised document for consultation, employees and trades union will be consulted.

### **5. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 5.1 Members are recommended to agree the revised proposals for consultation with the workforce and delegate the Chair of the Panel (or a subgroup) to agree the final version after consultation.
- 5.2 Streamlining the process in the way proposed will save considerable Officer time and effort while maintaining the integrity of the job evaluation principles established and Trade Union involvement when initiated.

### **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

- 6.1 Officer time saved will release resources allowing officers to give more time to the priorities.

### **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's** – Formed part of SMT discussion and none outstanding

**Community Engagement** – Formed part of SMT discussion and none outstanding

**Economic Development** – Formed part of SMT discussion and none outstanding

**Governance** – The current Job Evaluation Policy is one previously approved by the Employment Panel and, as the Report correctly identifies, it is correct and proper that any amendments to the said policy are dealt with by the same Committee of the Council. The remit of the Employment Panel includes responsibility for the terms and conditions on which staff hold office.

The primary concern in relation to any changes to the JE procedures are that Natural Justice is seen to apply; in other words, the process not only has to be fair but has also to be seen to be fair. In the proposed arrangements the Job Evaluator plays an enhanced role and it is important that he/she facilitates rather than participates in Grading Panels (and this, indeed, is what is sensibly proposed).

**Local Environment** – Formed part of SMT discussion and none outstanding

**Resources – Finance:** There are no additional resources required and the revised processes will provide some savings in time and print costs

**Contact Officer:** Jean Cross **Ext:** 7081

**Appendices** Pay Policy document revised April 2013  
**attached to report:** Grading Reviews procedures

**Note:** in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None





# **Pay Policy and Arrangements**

**9 November 2009**  
Updated 10 May 2013

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# CARLISLE CITY COUNCIL

## Pay Policy

### INTRODUCTION

Remuneration is a fundamental part of the contract of employment. In order for the Authority to attract, retain and motivate staff with the right skills and experience, employees must be rewarded fairly, equitably and competitively for the work they do.

An effective pay policy must balance these factors with affordability and legal considerations.

Carlisle City Council employment & remuneration framework includes four clear components: pay, benefits, development and learning and the work environment. The key content of each is set out below.

<b>Pay</b> <ul style="list-style-type: none"><li>• Basic pay</li><li>• Annual pay review</li><li>• Additional payments</li></ul>	<b>Benefits</b> <ul style="list-style-type: none"><li>• Annual leave</li><li>• Sickness provision</li><li>• Final salary pension</li><li>• Other benefits</li></ul>
<b>Development and Learning</b> <ul style="list-style-type: none"><li>• Appraisal and personal development planning</li><li>• Training &amp; development programmes</li></ul>	<b>Work Environment</b> <ul style="list-style-type: none"><li>• Work-life balance</li><li>• Valuing diversity</li><li>• Health, safety &amp; welfare</li><li>• People related policies</li></ul>

Part 1 of this document outlines Carlisle City Council's pay policy. Part 2 deals with arrangements to put this policy into practice.

CARLISLE CITY COUNCIL

PAY POLICY

**PART 1**

**1. Purpose**

The purpose of this pay policy is to outline the principles and key features that underpin employee pay at Carlisle City Council.

**2. Aims and guiding principles**

This policy aims to integrate pay provisions with corporate objectives and other people related policies and procedures. Carlisle City Council's pay policy:

- Is designed to enable us to attract and retain the quantity and quality of staff we require to achieve our strategic and operational objectives
- Is underpinned by the need to achieve value for money having regard to market forces and the Council's financial constraints
- Recognises the responsibility and accountability borne by employees and encourages the delegation of decision making to the lowest level commensurate with effective service delivery
- Recognises employee contribution and performance in achieving their objectives, including the acquisition of relevant skills and competencies and displaying the knowledge, ability and attitude required.
- Is transparent and fair ensuring that all employees receive equal pay for work of equal value having particular regard to those with protected characteristics.
- Supports cost effective flexible working in meeting customer/client requirements and work/life balance for employees.

**3 Scope and Application**

The pay policy applies to all employees of Carlisle City Council, except Apprentices, those on "permitted work schemes", and also the Chief Executive and Chief Officers

(whose pay arrangements are covered in the Statement on Pay of Senior Officers of the Council).

## **4 Policy**

- 4.1 The pay rate for each job will be determined using the appropriate job evaluation scheme.
- 4.2 Additional temporary payments may be attached to specific jobs to enable the Council to be able to recruit suitably qualified staff if there is a clear demonstrable need. Any such payments will be made in line with the processes outlined in Part 2, paragraph 9 and reviewed regularly.
- 4.3 Allowances will be paid in line with those agreed as part of the Single Status agreements as outlined in Part 2, paragraph 5.
- 4.4 Pay enhancements will be paid for working outside normal office hours as outlined in part 2, paragraph 7.
- 4.5 The basic pay rate for each job will be determined using the appropriate job evaluation scheme.
- 4.6 Where restructures and re-organisations of work that result in amended or changed jobs occur, the changed jobs must go through the job evaluation process so that the full costs are known before the final decision is made to restructure or re-organise.
- 4.7 The nationally negotiated pay award will be applied to pay rates, temporary and permanent enhancements and allowances. Except where explicitly stated otherwise, this will be the pay award negotiated for Local Government Services employees ('Green Book').
- 4.8 There can be no payments made outside of this policy and arrangements.

## **5 Responsibilities**

### Director of Resources

- Monitoring application of this policy
- Encouraging action to reduce, minimise and, where possible remove any identified inequalities
- Implementing the national pay awards

## Managers

- Applying this policy in their service areas
- Participating in job evaluation activities
- Taking practical steps to reduce, minimise and, where possible remove any identified inequalities

## **6 Appeals against this policy**

Any employee who has a grievance against the application of this policy (except the grade for their job) should use the Council's grievance procedure.

Employees who wish to appeal against the grade of their job must follow the procedure outlined in part 2, paragraph 4.

## **7 Links to Other Policies**

- Qualification Study
- Attendance Management: Sickness Absence
- Occupational Maternity Scheme
- Grievance Policy and Procedure
- Market Supplements procedures
- Statement on Pay of Senior Officers of the Council

## **8 Monitoring and Reviews**

This policy was completed on 8 November 2009 and is monitored and reviewed in light of experience, national negotiations, changing legislation and Council organisation as follows:

Date	Reason
8 November 2009	Approved by Council
1 March 2010	Implemented
6 March 2012	Section relating to implementation removed as no longer valid; terminology and pay table updated due to changes in organisational structure.
14 January 2013	Living Wage implemented from 1 April 2013.
10 May 2013	Changes to job evaluation processes

CARLISLE CITY COUNCIL

PAY POLICY

**PART 2 - ARRANGEMENTS**

**1 Pay structure**

1.1 An employee's pay will consist of:

- Rate for the job as measured by the appropriate job evaluation scheme

It may also include any of the following permanent or temporary elements, as appropriate:

- Any allowances as listed in paragraph 5 below
- Extra time/overtime payments in line with paragraph 6 below
- Payment for working non standard hours as in paragraph 7 below
- Payment for additional duties as in paragraph 8 below
- Any Recruitment and Retention Payments (paragraph 9 below).
- Occupational Maternity Pay and Maternity Support Pay, Occupational Sick Pay
- Any statutory payment due such as Statutory Sick Pay, Statutory Maternity Pay
- Travel expenses in line with Council policy

1.2 The pay structure will consist of 13 grades for those below the level of Senior Management with additional grades for Chief Executive, Deputy and Directors. A copy of the pay structure and current salary levels (applicable in March 2012) is given in Appendix 1.

**2 New and amended jobs**

2.1 Directors or Managers will initiate a review of the grade for a job when:

- They plan to amend a structure or working arrangements within their work team
- They feel it may be appropriate to re-grade a particular job because responsibilities have changed significantly

- They create a new position.

- 2.2.1 The detailed process to be followed is detailed in the associated document “Grading Reviews”. All new and changed jobs require a current Job Description and Person Specification.
- 2.2.2 For new jobs a complete evaluation will be carried out using the appropriate scheme. If there is any doubt about which scheme should be used, the job will be scored using both schemes and if it scores above 530 points on the NJC scheme the Hay score will be used. If it scores 530 points or less on NJC, or below 175 points on the Hay scheme then the NJC scheme will be used.
- 2.2.3 If the job is a variation on a current post, the original information will be updated highlighting changes.
- 2.2.4 The Job Evaluator will benchmark the job and arrive at a grade. A sample will be sent to a Grading Panel to be scored either as a quality control check or where there are specific circumstances that make it sensible to send to a panel.
- 2.2.5 Where a panel is convened it will consist of equal numbers of trades union and management/employees and with the chair of the panel alternating. A Grading Panel will be convened to score the job(s). Other Officers will be called where appropriate to act as “expert witnesses” and/or to facilitate panel working. Those sitting on Grading Panels must be conversant with the scheme they are using. The Panel must arrive at a majority decision. If they are unable to do this, an Internal Arbitration Panel will be convened consisting of a Director/TCCE, a Trades Union representative and someone from HR, none of who has had any previous involvement with grading the post. The Director and Trades Union Representative must be from a different directorate to that of the post being considered.
- 2.2.6 The score for the job will be converted to a grade within the Council’s pay structure.
- 2.2.7 Where there is an employee in post, they will have the right of appeal against the grade arrived at.
- 2.2.8 For completely new jobs, the manager or the employee can request a review of the grade for the post after six months from the start of the job as it is recognised that new jobs can develop from that originally intended within specified time scales.

### **3 Protection**

An employee whose pay rate is reduced through no fault of their own (such as redeployment instead of redundancy, or for health reasons) will have their rate of pay protected for a period of twelve months, pro rata to the hours worked. Allowances and any



other payments are not protected and are only paid if they apply in the new job. Any cost of living award is not payable unless it results in the new rate for the current job being lower than the protected rate.

#### **4 Employees right to request a review of their grade**

Any employee has the right to submit a request to review their grade:

- If they believe that their duties and responsibilities has changed significantly since it was last evaluated, provided that the job has not been evaluated within the last twelve months
- This is in addition to their rights of appeal against new or amended jobs (as detailed in part 2, paragraph 2.2.7 and 2.2.8 )

The procedure outlined in the document “Grading Reviews” will apply.

If the employee disagrees with the outcome of their request for a grading review, they have the right to appeal against it within 2 weeks of receiving the decision. Any appeal will be heard by a Grading Panel as outlined in paragraph 2.2.5.

That will be the end of the appeal process relating to the grade of the job.

Note: Grievances relating to other aspects of employment (e.g. if it appears this policy has been applied wrongly because of discriminatory practice by management) will be dealt with under the Council’s normal grievance procedure.

#### **5 Allowances payable**

The following allowances are payable where relevant.

##### **5.1 First Aid Allowance**

An allowance of £104 per year (and increased in line with the Local Government Services pay awards) will be paid to employees who:

- a) Are an approved Council First Aider (approved by the Health, Safety and Environment Manager in conjunction with the Service Head) and
- b) Have a current First Aid at Work certificate
- c) Commit to responding to requests to administer first aid within the Council.

The allowance is paid monthly. It is personal to the employee, not the position and is voluntary. The employee may withdraw from being a first aider by advising the Health, Safety and Environment Manager, in writing. Equally the Council may withdraw the ‘First Aider’ status from the employee; in the event of this, three months notice in writing will be given to the employee.

First aid allowances are not paid to those who are trained first aiders as part of their job role, nor is it paid to those who have an Appointed Persons certificate.

## 5.2 Tool Allowance

A tool allowance will be paid to those employed in craft positions in line with the national agreement for Local Authority Craft and Associated Employees ('Red Book') and the Carlisle City Council local agreement to pay Bricklayers the Joiners' rate.

## 5.3 Stand By Allowance

A standby Allowance of £80 per week (increased in line with the Local Government Services pay awards) will be paid to those employees who:

- a) Are part of an approved Standby rota (approved by the Director or Service Manager)
- b) Are available out of hours during the period of their Standby duty, and are able to respond to any call made to them

In the event of the person on standby being called out, overtime at single time will also be paid for the hours spent on the callout, plus their travel expenses. Call out fees are not payable to those receiving a Standby payment.

The Working Time Directive will be complied with.

## 5.4 Call out

A call out fee of £40 per period will be paid to employees who are called out during non working hours, irrespective of the numbers of time called out. A 'period' is the time between leaving work and starting again the next day or a 24 hour period if at the weekend. In addition travel expenses for all journeys and overtime at single time for all hours worked will be paid.

The Working Time Directive will be complied with.

## 5.5 Emergency Planning

Staff with designated Emergency Planning duties will be paid call out rates, appropriate overtime and travel expenses when called out to deal with an Emergency Incident. No other payment will be made.

## 5.6 Sleep In

Employees who are required to 'sleep in' as part of their job will be paid as follows:

- (a) 14% of the part of their salary that relates to hostel duties that are part of their normal rota. This covers 'sleep in', shift allowance and 'night work'.  
Note: staff who are not required to carry out 'sleep in' duties, but work at night, will have their pay enhanced as detailed in paragraph 7 below.

- (b) A payment of £32.94 (increased in line with the annual Local Government Services pay awards) for any additional 'sleep in' above the employee's normal rota. This payment covers 'sleep in', shift allowance and 'night work'.
- (c) 'Sleep in' payments cover the first 30 minutes of any occasion they are disturbed and work during the night. If any occasion lasts over 30 minutes, extra time or overtime payments are applicable (paragraph 6 below).

#### 5.7 Re-organisation of work - Excess Travel Allowance

In the case of staff who are moved from one work location to another because of a re-organisation, the following excess travelling allowance will apply:

- (a) If the move is between locations within urban Carlisle, no excess travelling allowance is payable
- (b) If the move is between rural locations and urban Carlisle (or the opposite way) or between Greater Carlisle and another Council area, excess travel allowance is payable as detailed below:
  - (i) Payment to be for a period of four years or as long as the need to travel exists, whichever is the shorter
  - (ii) Payment will only be made if the difference in cost to the employee of travelling to the new location is greater than £ 4.07 per week (increased each year in line with the Local Government Services pay award)
  - (iii) Where payable, payment will be based on the full rate of:
    - Second- class train fare and/or bus fares incurred, or
    - For employees who are Essential Car Users or where public transport is not available, mileage allowance (at Essential User Rate) for the difference in mileage between home to old and home to new locations.

<b>6 Extra time and overtime payment</b>
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6.1 Payment for working extra hours and overtime will be paid in line with the national agreement for Local Government Services. These are:

- a) Employees on or below pay point P17 (*previously scp 28*) will be entitled to payment for extra hours worked
- b) Employees must have worked 37 hours in the week in question (Sunday to Saturday) before enhanced rates are payable
- c) Single time rates apply to hours worked on callout and standby – see 5.3 and 5.4 above
- d) Special arrangements apply to those on 'Sleep in' – see 5.6 above.
- e) Employees above pay point P17 who are required to work additional hours may:

- take time off (at plain time) in recompense or,
  - in exceptional circumstances, be paid either at plain time on their own rate or at the relevant overtime rate at the top of grade F which ever is the greater.
  - Any payment must be authorised by the Service Manager and agreed in advance with the employee.
- f) Where enhanced rates apply they are:
- Monday to Saturday: Time and a half
  - Sunday and Public Holidays: Double time

All additional hours worked must be authorised in advance by the Service Manager, or their nominee.

<b>7 Working non standard hours (premium payment)</b>
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7.1 Payment to employees who are required to work outside 'normal' hours as part of their usual work rota will be made in line with the national agreement for Local Government Services. These are:

- (a) Saturday: Time and a half
- (b) Sunday: Time and a half for those on grade C and above  
Double time for those on grades A and B
- (c) Night work  
20.00 - 06.00: Time and a third
- (d) Public Holidays: Plain time for all hours worked within their normal hours for that day In addition, at a later date, time off with pay as follows:
  - Time worked less than half the normal working day: Half day
  - Time worked more than half the normal day Full day

This is in addition to the employee's normal pay for the day.

7.2 Where it is more practical to do so, the total payment for working hours outside of non standard hours may be calculated and paid as an additional percentage to basic pay.

<b>8 Additional duties/acting up</b>
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8.1 On occasions, an employee may be asked to carry out additional duties above the level of their current grade and/or carry out the full duties of a post at a higher level than their own.

- 8.2 Where an employee carries out the full range of duties of a higher level post, they should be paid the full rate for the job (at the bottom of the grade). Therefore the employee would be paid an Acting Up payment equivalent in value to difference between their current salary and the bottom of the grade for the post that they are covering for, or one additional increment whichever is the higher. The employee must carry out the full duties for a minimum period of four weeks before any payment can be made. However, once they have been carrying out the duties for four weeks, the payment can be backdated to the start of the period when the duties commenced. The acting up payment must be agreed by the Director or Service Manager.
- 8.3 Where an employee carries out part of the duties of a higher graded post, the percentage of the higher grade work should be established by the manager and this percentage applied to the difference between the employee's current pay rate and the higher graded post and an honorarium paid for that value. Where this would be a derisory sum, the manager may use the second point of grade of the higher level post.
- 8.4 In circumstances where an employee carries out a one-off project where the work involved is of a higher level than the employee's grade, the Director or Service Manager may agree to pay the employee an honorarium. The sum involved will depend on the work in question, and advice can be obtained from a member of Personnel Services. In these circumstances, payment of an honorarium should not be regarded as 'the norm' but only where exceptional circumstances apply.

## **9 Recruitment and Retention incentives**

- 9.1 Interview expenses will be paid, in line with Council rules, in respect of those jobs identified as attracting interview expenses.
- 9.2 Relocation expenses will be paid, in line with Council rules, to the successful applicant of those positions identified as attracting a relocation package.
- 9.3 Where a Director or Service Manager identifies that the job evaluated grade of a post is too low to attract or retain staff of suitable calibre, a market supplement or other recruitment incentive may be considered. This must be capable of being objectively justified and subject to an equality impact assessment.
- 9.4 Any recruitment and retention incentive referred to in paragraph 9.3 above must be endorsed by SMT on every occasion it is proposed to apply it to a post. The process for setting a recruitment and retention incentive will be:
- The Director will gather evidence in support of the request, including the outcome of the impact assessment. Such evidence must include relevant current market data, the impact on any other staff especially the line manager of

this position, views from Financial Services and from Personnel. It may also include other pertinent information such as turnover rates, average length of service in the particular position, and any feedback from unsuccessful recruitment exercises.

- SMT will consider the evidence and make a decision.

Full details of the procedures to follow are contained in the document Market Supplements Procedures.

- 9.5 Where any market supplements are applied the arrangements must be reviewed every two years to ensure there is still an objective reason for the payment. The outcome of the review must be endorsed by SMT. Personnel will oversee these reviews
- 9.6 Where on-going payments are made and the review indicates that it is no longer necessary, the employee(s) concerned will be given three months notice in writing that the payment will cease.

## **10 Progression through the grade (excluding career grades)**

- 10.1 Employees will be appointed at the bottom of the grade unless there are objective reasons for appointing at any higher pay point. Any decision to offer a job above the bottom of the pay grade must be approved by the Director.
- 10.2 Employees will receive an increment on 1<sup>st</sup> April each year until they reach the top of their grade, subject to them being in the job for six months or longer, and satisfactory performance.
- 10.3 Employees appointed between 1<sup>st</sup> October and 31<sup>st</sup> March each year will receive their first increment after six months in their job, subject to satisfactory performance.
- 10.4 Employees who are appointed to a higher graded job, will receive the bottom pay point for the new job immediately and incremental progression rules in 10.2 and 10.3 will apply.
- 10.5 Employees whose job is re-graded upwards to encompass their current pay rate will receive an increment of one pay point immediately.
- 10.6 Separate rules apply to career graded jobs – see paragraph 11 below.
- 10.7 Employees who have undertaken a secondment and return to their original job will move on to the pay point they would have reached had the secondment not occurred.

- 10.8 In exceptional circumstances, where an employee has demonstrated special merit or ability, the Director may approve that the employee receives an accelerated increment - provided that the maximum of the grade is not exceeded.

## **11 Career grades**

### 11.1 Definition

A job designated as a *career grade* is one where the Council commits itself to training and developing the employee to take on an increasingly more complex and specialist role until they are able to carry out the work of a fully qualified professional in their field. Mostly, but not exclusively, the increased knowledge comes from studying for professional qualifications and the increased experience is derived from planned development within the service area.

### 11.2 Criteria

To be suitable for a career grade, the volume, diversity and complexity of the work must provide sufficient scope to allow an individual's contribution to increase as they become more knowledgeable and experienced.

There must be clear, distinct levels of responsibility within the scope of the work and career grades should only be applied to areas where there is an established pattern of career progression.

Career grades should not apply to any post that is responsible for the management of staff in the same career grade. In addition, they should not apply to those at service or team manager level.

Career grades should normally be limited to those that take a minimum of three years to become fully proficient. Equally, posts with a very long career grade should not be established unless they can be justified by the number of steps to becoming fully proficient in the work as measured by job evaluation. Appropriate job titles should be identified for each stage in the career graded post. For example, a person may be a trainee in early stages of training, an assistant officer, after part qualifications are obtained and an officer when training complete.

Apprenticeships will be designated career graded posts if they meet the necessary criteria outlined in this paragraph.

There must be an identified service need for the career grade.

### 11.3 Establishing a career grade post

Managers wishing to establish a career grade post must:

- a) Identify each stage of the job; there should be a significant increase in level of work at each stage.
- b) Identify the criteria that will lead to an employee passing to the next stage of the career grade.
- c) Produce job descriptions and person specifications for each stage of the job; if wished, separate job titles can be applied to different stages of the job. This avoids, for example, people who are near the top of their career grade and therefore carrying out fairly complex work, being designated as 'a trainee', or 'Assistant'.
- d) Arrange to have each stage job evaluated.
- e) Follow the Council's agreed practice for amending departmental structures.

### 11.4 Appointing to a career graded post

- a) Appointment will normally be made at the bottom of the grade for the relevant work to be carried out. Inexperienced staff would be appointed at the bottom of the grade.
- b) When appointing to a career grade, managers must assess whether or not the individual has the potential to progress to the top of the grade.
- c) Those appointed to a career graded post will be supported through the Council's Qualification study policy to gain the appropriate qualifications.

### 11.5 Progression through the career grade

- a) Progression through the pay points attached to that stage of the job will be by normal incremental progression.
- b) Progression to the next level within the career grade will be dependent upon:
  - meeting the required person specification for that stage
  - satisfactory performance in current work
  - demonstrating an ability to work to the higher level ability
  - a service need for the higher level work to be carried out
  - sufficient funding.



Note: if there is insufficient funding to allow the employee to progress to a higher level, they must not be asked to carry out any work at that higher level.

- c) Assessment for progression should be made by the line manager and a recommendation made to the service manager. Any disagreement should be referred to the Director.

#### 11.6 When a career grade becomes vacant

The post should be reviewed to assess whether or not it is still required or whether a different arrangement would suit the department (e.g. a post on a fixed grade).

#### 11.7 Vacancies for fully proficient officers within the service area

If a vacancy arises for a fully proficient officer within the same service area and one or more of those on a career graded post are close to meeting the job requirements, the vacancy may be advertised internally without the need for external competition.

## **12 Casuals**

The rate for casual jobs will be determined using the appropriate Job Evaluation scheme.

Those service areas that use casual staff on a regular basis will have the casual work graded using job evaluation and these will, where possible form the benchmarks for other casual work.

The casuals rates will be enhanced by 10.73% as holiday pay, and the hourly rate for the job **and** the amount of holiday pay per hour must be quoted separately.

The score for casual jobs will fall outside the appeal process as the individuals carrying them out would not be in the position sufficiently long to be able to judge the depth and complexity of the work involved.

## Appendix 1: Pay Structure 2013 - 4

GRADE	JOB EVALUATION POINTS	'OLD' SPINAL COLUMN POINT	NEW PAY POINT	£ p.a.
A	<250 (NJC)		P1	14,374
B	251 – 330 (NJC)	11	P4	14,733
		12	P5	15,039
C	331 – 378 (NJC)	14	P6	15,725
		15	P7	16,054
		16	P8	16,440
D	379 – 407 (NJC)	18	P9	17,161
		19	P10	17,802
		20	P11	18,453
E	408 – 445 (NJC)	22	P12	19,621
		23	P13	20,198
		24	P14	20,858
F	446 – 474 (NJC)	26	P15	22,221
		27	P16	22,958
		28	P17	23,708
G	475 – 499 (NJC)	29	P18	24,646
		30	P19	25,472
		31	P20	26,276
H	500 - 530 (NJC)	32	P21	27,052
		33	P22	27,849
		34	P23	28,636
I	175 - 350 (Hay)	35	P24	29,236
		36	P25	30,011
		37	P26	30,851
J	351 – 450 (Hay)	38	P27	31,754
		39	P28	32,800
		40	P29	33,661
K	451 – 550 (Hay)	41	P30	34,549
		43	P31	36,313
		44	P32	37,206
L	551 – 650 (Hay)	45	P33	38,042
		47	P34	39,855
		49	P35	41,616
M	651 and above (Hay)	54	P36	46,259
		58	P37	50,607
N				52,500 – 58,000
Q	Town Clerk and Chief Executive, Deputy and Directors			74,545 – 82,000
R				96,627 – 104,462

<p style="text-align: center;"><b>CARLISLE CITY COUNCIL GRADING REVIEWS: PROCEDURES FOR GRADING JOBS, REVIEWING GRADE AND APPEALS</b></p>
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## **1 Introduction**

This document gives detailed guidance on the procedures to follow when a post is graded or the grade reviewed. It is designed to advise managers and employees on how the process will work and what they can expect to happen. It should be read in conjunction with the Pay Policy and Arrangements, part 2 paragraphs 2 and 4.

The Council will operate a fair decision process to determine the appropriate grade for posts using proprietary job evaluation schemes.

This paper covers the procedures for:

- Grading of new posts set up
- Grading of amended posts, either as “one-off” or as part of a wider re-structure
- Staff who request a review of the grade for their job
- Grading jobs covered by Casuals and Agency Staff

## **2 The principles behind these processes**

Evaluation of jobs will be made on the basis of duties and responsibilities and requirements for the role and apply to anyone carrying out that job. It assumes that the full remit of the job is being carried out to a satisfactory performance level.

Where decisions are made about the grade of a job, and there is an employee in that post, they will have the right of appeal against that decision.

## **3 Procedures**

### **3.1 New and amended jobs**

- 3.1.1 All jobs must have their grade established by reference to the relevant job evaluation scheme whenever a new post is set up (however short term), the duties and/or responsibilities are changed, or the structure around that job changes in a way that could impact on some features of the job e.g. a layer of management or supervision is removed as this may affect the decision making or accountability aspects.
- 3.1.2 Managers/Directors are advised to seek advice from their HR Advisor prior to starting the grading process. They are also advised to discuss potential cost changes with their Senior Accountancy Assistant.
- 3.1.3 The appropriate authorisation to amend the structure will need to be obtained before and changes can be implemented.

- 3.1.4 An up to date job description and person specification must be produced for the post in question. Current Job Descriptions can be obtained from the intranet.
- 3.1.5 If there is a post holder in situ, the line manager meets with them to discuss and agree changes to the job description and, if appropriate, seek further advice and comments from an HR Advisor. It is hoped that changes can be agreed, but if the line manager and employee have different views of the job content, the process detailed in Appendix 2 (conflicting views) will apply.
- 3.1.6 The manager will have a brief discussion with a representative of HR Advisory Services to determine whether or not the job is likely to fall under the Hay or the NJC Scheme. If there is any doubt about which scheme should be used, the job will be scored using both schemes and if it scores above 530 points on the NJC scheme the Hay score will be used. If it scores 530 points or less on NJC, or below 175 points on the Hay scheme then the NJC scheme will be used.
- 3.1.7 Once changes to the job description have been agreed the Job Evaluator will meet with the manager, and if appropriate, the post holder, to complete the grading forms and then will benchmark the post.
- 3.1.8 Further to benchmarking, a percentage of posts will go before a grading panel for quality assurance purposes or where there is a sensible reason to do so such as a dissonance regarding the grade.
- 3.1.9 Job Evaluator will advise the Director of the grade for the post and, if acceptable will advise all other functions that need to know. In the event of the grade being unacceptable, the Job Evaluator will work with the Director/Manager to resolve the matter in such a way that the final job evaluated grade for the post is paid.
- 3.1.10 If there is an employee in the post, they have the right to appeal against the decision, within 2 weeks of being notified of the result (see paragraph 3.2).
- 3.1.11 Either the line manager or the employee can ask for a review of a new post after 6 months of carrying out the work if that employee is the first person to occupy the new post (see paragraph 3.2).

## **3.2 Employee requesting a review of their grade and appeals.**

- 3.2.1 All contracted staff have the right to request a review of their grade if they believe their job has changed significantly within the following time constraints:
- (a) amended posts where there is a employee in the post at the time the grade is notified to them – they may appeal within 2 weeks of being advised of the grade (see paragraph 3.1.11)

- (b) a new post, if they are the first employee to occupy it – after six months in the job
- (c) any other circumstances provided that the grade of the post has not be reviewed within the last 12 months.

3.2.2 Employee contacts Job Evaluator who will explain the process. In the case of a request to review the grade (as in 3.2.1(b) and (c) above), the Job Evaluator will meet with the Employee and their manager to record the changes and benchmark the post. In the case of an appeal against a job which has been benchmarked (as in 3.2.1 (a) above), the employee will complete a Grading Appeal form (see appendix 5), pass to their Director for comments; the form is then passed to the Job Evaluator.

3.2.3 If the Director and employee have different opinions about any of the information on the form, the job the Job Evaluator will attempt to resolve this following the process given in appendix 2 (conflicting views).

3.2.4 In the case of a six month review of a new post (b) or a request after a year or longer (c) the Job Evaluator will benchmark the job in the light of the new information. The employee will have the right of appeal against these decisions within two weeks of being notified of the outcome.

3.2.5 In the case of employees appealing about the grade established by benchmark (i.e. after circumstances given in 3.2.1 (a) or in 3.2.4, appeals will be heard by a Grading Panel. The Panel must arrive at a majority decision. If they are unable to do this, an Internal Arbitration Panel will be convened (see paragraph 4.3 below).

## **4 Grading Panel**

4.1 Grading panels will score :

- (a) a random sample of jobs benchmarked as part of quality control (paragraph 3.1.9).
- (b) if there is a specific reason to do so e.g. there is some dispute over the benchmarked grade.
- (c) employee appeals against a benchmarked grade.

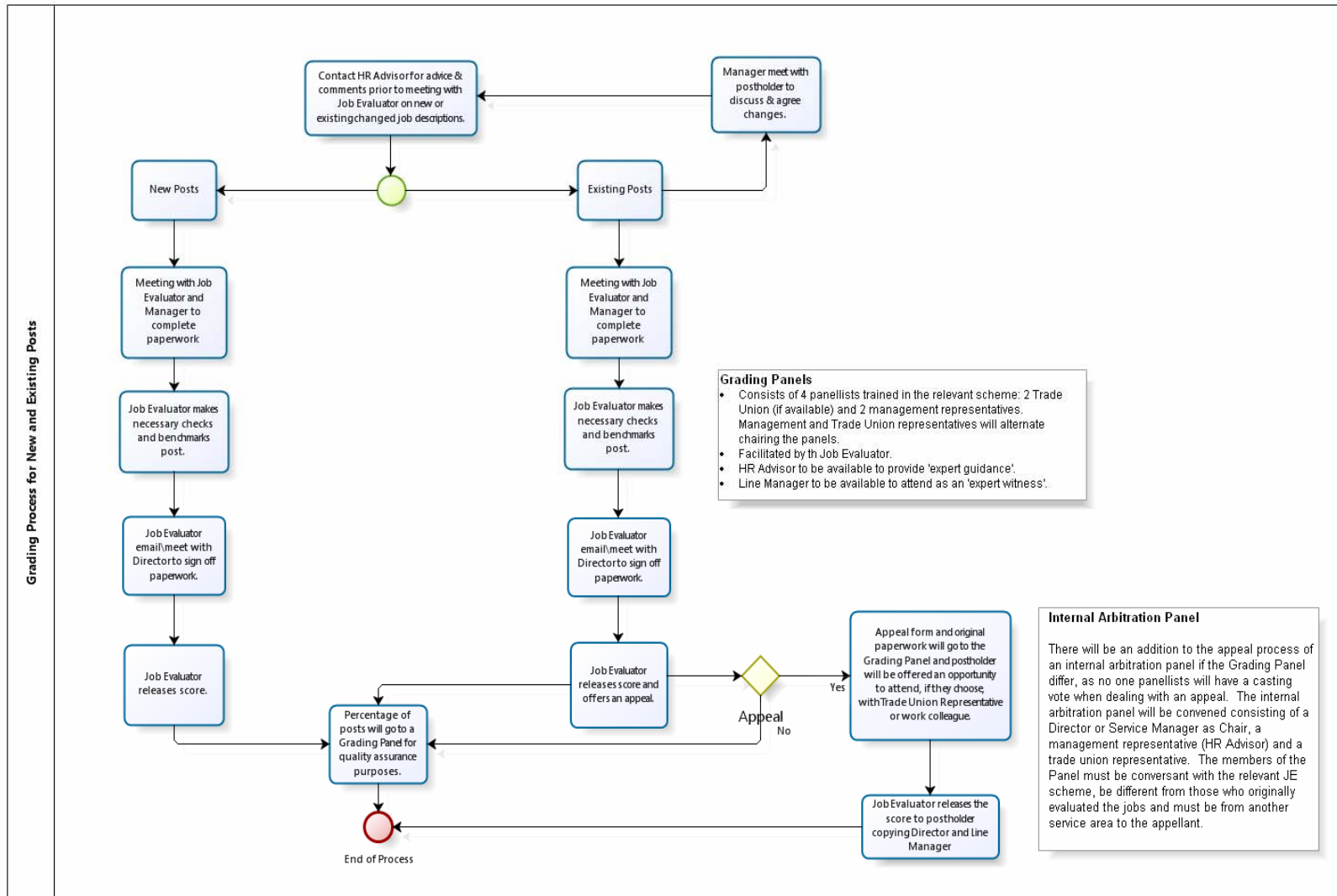
4.2 Panels will:

- ✚ Consist of 4 panellists trained in the relevant scheme: 2 Trade Union (if available) and 2 management representatives. Management and trade union representatives will alternate chairing the panels.
- ✚ Be facilitated by the Job Evaluator.
- ✚ HR Advisor to be available to attend to provide 'expert guidance'.
- ✚ Line Manager to be available to attend as an 'expert witness'.
- ✚ Post holder to be available to attend as an expert witness if appropriate.

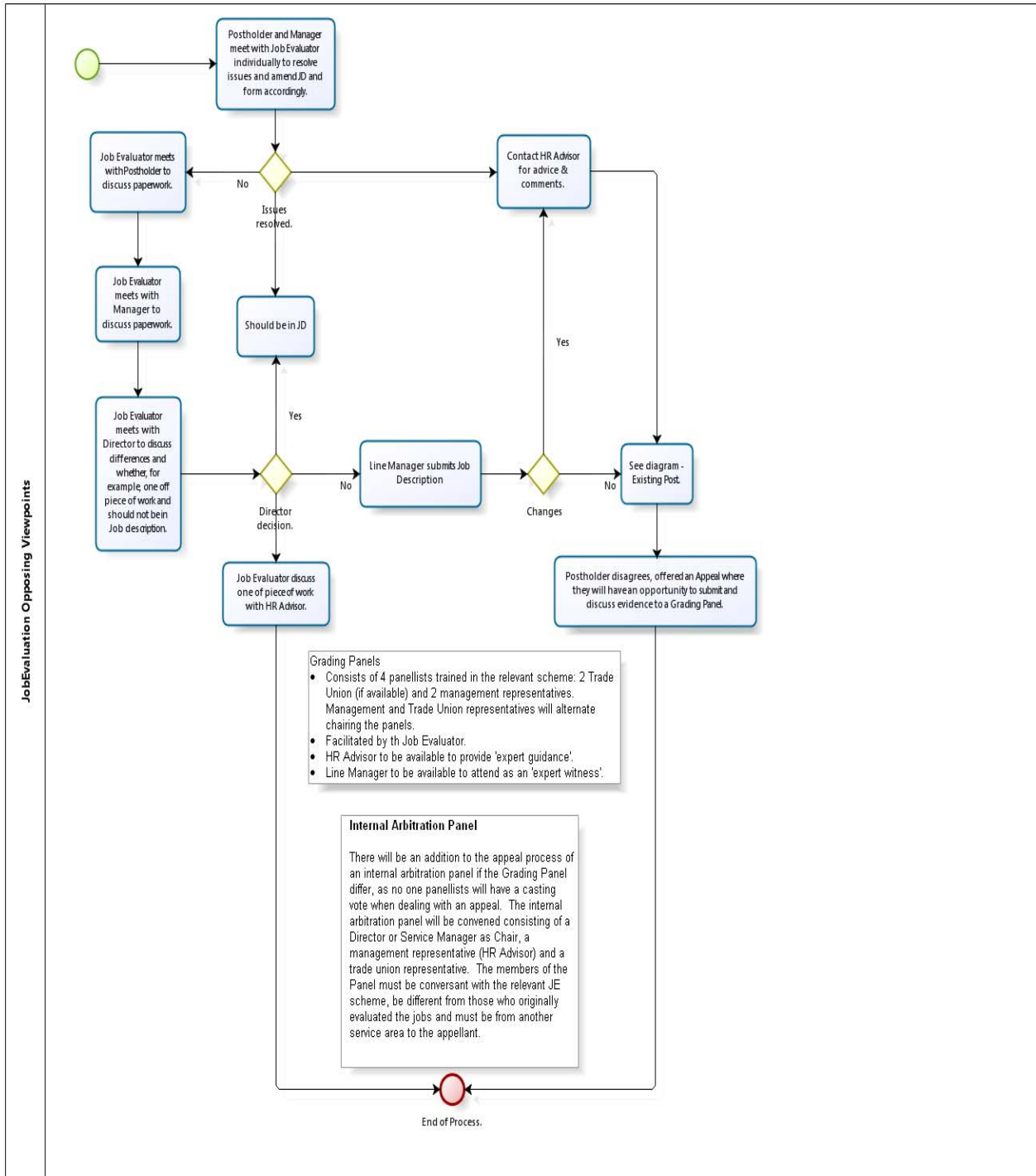
- ✚ The members of the Grading Panel must be conversant with the relevant JE scheme and be from a different directorate/service area to the job being evaluated
  - ✚ If the panel is being convened to deal with an appeal, its members must not have been involved in the original grading decisions for that post.
  - ✚ Reach a majority decision. If they are unable to do this, the matter will be referred to an Internal Arbitration panel, whose decision will be final.
  - ✚ The role of the Grading Panel is not to attempt to critic the professional judgement of any previous score, but consider whether the Pay Policy and grading procedures have been applied properly and that full consideration has been given to the information presented to them.
- 4.3 An internal Arbitration panel will be convened if the Grading panel is unable to reach a majority decision. It will consist of a Director/TCCE, a Trades union Representative and a representative from HR, who are all conversant with the relevant Job Evaluation scheme and in the case of a Director and Trades Union representative, from a different directorate to the job being considered.

## **5 Casuals and Agency Staff**

- 5.1 Jobs carried out by Casuals and agency staff must be graded through the appropriate Job Evaluation Scheme to ensure that the Council complies with equal pay legislation and the Agency Workers Directive. The same processes as for contracted staff will apply except there will be no right of appeal as they are engaged on a “job by job” basis and the work can change from one assignment to the next. Appendix 6 gives some guidance on information to consider.
- 5.2 After the grade is arrived at for a Casual employee, their rate of pay is increased by 10.73% to provide for holiday pay and the rate for the job and holiday pay must be shown separately on the information provided to payroll.
- 5.3 Agency staff must be engaged using the corporate processes and advice on this can be obtained from the procurement section.



## Appendix 2: Job grading process – opposing views





## NJC Form Checklist for Completion

The checklist is to provide advice for staff on the NJC scheme, to enable the completion of the Grading Form effectively.

Forms are to be completed by HR representative responsible for job evaluation during meetings held with the postholder (if existing post) and/or Line Manager.

Documents required for the meeting:

- ✓ Job Description, with HR Advisors' comments taken into account and if existing post agreed with postholder and changes highlighted;
- ✓ A current structure chart (available from the HR if different from that on the intranet); and
- ✓ Relevant FIS sheet.

Please think about examples of work you carry out that relate to the factors described below as these will be an important part of the discussion with the HR representative and your line manager.

### **NJC Features**

The NJC Job Evaluation Scheme consists of “a factor plan,” “a scoring system” and “weightings” free from gender bias and discrimination on the grounds of race, sexuality, religion, race and disability. The scheme has 13 factors, split into 4 groups as follows:

#### *Knowledge and skills*

1. Knowledge.
2. Mental skills.
3. Interpersonal and Communication skills.
4. Physical skills.

#### *Effort Demands*

5. Initiative and Independence.
6. Physical Demands.
7. Mental Demands.
8. Emotional Demands.

#### *Responsibilities*

9. Responsibility for people.
10. Responsibility for Supervision/Direction/Co-Ordination of Employees.
11. Responsibility for Financial Resources.
12. Responsibility for Physical Resources.

#### *Environmental Demands*

13. Working Conditions.

The factors are explained in more detail below.

## Factor guidance

This section provides more guidance on the information sought from each factor and the types of examples you should provide when completing the Grading Form.

### ***Knowledge and Skills***

#### **Knowledge**

Many of these points will be covered in your job description and person specification for your role, but working examples of use of all technical, specialist, procedural and organisational knowledge required for the job, including numeracy and literacy; knowledge of equipment and machinery; and knowledge of concepts, ideas, other cultures or languages, theories, techniques, policies, procedures and practices are required.

This factor takes into account of the breadth, diversity and range of knowledge and the depth and complexity of the understanding required.

When providing working examples think about and include your knowledge of:

- Procedures/practice;
- Single/multiple tasks;
- Operation of equipment, plant and machinery;
- The training you need for your job and how it is acquired;
- How long to become fully proficient in your role;
- What professional qualifications you require; and
- Knowledge of other service areas within the Council/Authority.

#### **Mental Skills**

This factor measures the mental skills required for the job. It includes analytical, problem solving and judgmental skills. It also includes creative and developmental skills, whether related to design, handling of people or development of policies and procedures; and planning and strategic skills. It takes into account requirements to gather, collate and analyse the facts needed to solve problems; and also requirements for imaginative thinking.

When providing working examples think about and include:

- Problem solving;
- Creativity;
- Analytical skills;
- The need to exercise judgment or decision making;
- Information handling; and
- Developing plans or strategies.

## **Interpersonal and Communication Skills**

This factor measures the interpersonal and communication skills required for the job. It includes oral, linguistic sign and written communication skills.

The emphasis of the factor is on the purpose to which the interpersonal and communication skills are put (for example, training, promoting, obtaining information from others, interviewing, gaining the co-operation of others, team working, advising, motivating, persuading, counselling, conciliating, negotiating, meeting the needs of others).

The factor covers the complexity or contentiousness of the subject matter to be conveyed, and any requirements to exercise confidentiality or sensitivity. It takes into account the nature, diversity, cultural background and size of the intended audiences.

When providing working examples think about and include:

- Contact with clients/customers;
- Caring or training skills;
- The needs of clients/customers for whom responsible;
- Training/development/motivational skills;
- Handling of information; and
- Communication skills – written and oral.

## **Physical Skills**

This factor measures the physical skills required for the job. It covers manual and finger dexterity, hand-eye co-ordination, co-ordination of limbs, and sensory co-ordination. It takes into account the purpose to which the skills are put and demands arising from the need to achieve specified standards of speed and precision.

When providing working examples think about and include:

- Typing, driving, operating equipment;
- The level of precision and speed; and
- Level of expertise required.

## ***Effort Demands***

### **Initiative and Independence**

This factor measures the scope allowed to the postholder to exercise initiative and take independent actions. It takes into account the nature and level of supervision of the jobholder; the level and degree of direction and guidance provided by policies, precedents, procedures and regulations; and any requirements to organise or quality check own work.

When providing working examples think about and include:

- The extent of instructions/guidance you follow and the level of detail available;
- How you organise your workload and priorities;
- Percentage of planned, reactive and line management of your role;
- Your discretion in decision making including unexpected problems/situations; and
- The accessibility of colleagues and managers for consultation/advice.

## Physical Demands

This factor measures the type, amount, continuity and frequency of the physical effort required by the job. It covers stamina as well as strength. It takes into account all forms of bodily effort, for example, that is required for standing and walking, lifting and carrying, pulling and pushing. It also includes the physical demands involved in working in awkward positions, for example, bending, crouching, stretching; for sitting, standing or working in a constrained position; and for maintaining the required pace of work.

When providing working examples think about the time spent on each activity below per day and include:

- Working in awkward/constrained positions
- Lifting/carrying
- Pushing/pulling
- Standing/walking
- Rubbing/scrubbing/digging

## Mental Demands

This factor measures the degree and frequency of the mental concentration, alertness and attention required by the job. It takes into account features that may make concentration more difficult, for example, repetitive work, interruptions or the need to switch between varied tasks or activities; and other forms of work related pressure, for instance, arising from conflicting work demands. It also takes into account the responsiveness required of the postholder.

When providing working examples think about and include:

- The level of general awareness both visually and by listening required for your job, including the length and frequency;
- The level of mental attention or concentration required for your job, including the length and frequency;
- Working under pressure and to deadlines including frequency;
- Prioritisation and organisation of work, especially conflicting work-related demands; and
- Interruptions which make attention or concentration difficult.

## Emotional Demands

This factor measures the nature and frequency of the emotional demands on the postholder arising from contact with people the Council provides a service to.

Emotional demands occur when the people with whom contact causes the employee to feel distressed. For example whether customers are angry, difficult, upset or unwell; or whether their circumstances are such as to cause stress to the jobholder, for example, if the people concerned are terminally ill, very frail, at risk of abuse, homeless or disadvantaged in some other way.

This factor does not include verbal abuse; this is covered under working conditions.

When providing working examples think about and include:

- Emotional stress from the circumstances or behaviour or people;
- The category of people causing stress; and
- The level and frequency of stress.

### ***Responsibility Factors***

For each of the four responsibility factors, the postholder's direct responsibility for policy development and/or providing advice and guidance on the application of policy or external regulations/legislation will be assessed.

In all but a few exceptional situations, postholders will only be permitted to claim this type of responsibility under one of the four responsibility factors. It is important to identify during the meeting under which factor the postholder's MAIN or PRIMARY policy/advisory responsibility is most appropriately reflected and to answer the relevant questions within the factor, even if there is a secondary impact under another factor.

### **Responsibility for People**

This factor measures the responsibility of the postholder for the physical, mental, social, economic and environmental well being of people or groups of people for whom the Council provides services (i.e. members of the public, service users and recipients, clients). This excludes those employees supervised or managed by the postholder.

The emphasis of the factor is on the nature and extent of the direct impact on the well being of individuals or groups. These responsibilities could be exercised through, for example, providing advice and guidance, implementing or enforcing regulations or developing and implementing services.

When providing working examples think about and include:

- The impact of your decision making on customers;
- Implementing and enforcing regulations;
- Health and safety of customers; and
- If shared responsibility provide job titles of other posts.

### **Responsibility for the supervision, direction and co-ordination of employees**

This factor measures the direct responsibility of the postholder for the supervision, co-ordination or management of employees, or others in an equivalent position. It includes work planning and allocation; checking and evaluating the work of others; and training, development and guidance.

It also includes responsibility for personnel functions for those for whom the postholder has a formal supervisory responsibility, such as recruitment, discipline, appraisal; and planning, organising and long-term development of human resources.

The emphasis of the factor is on the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed. It takes into account the extent to which other employees contribute to the overall responsibility.

When providing working examples think about and include:

- The level of responsibility of others in relation to this factor - Regular instructions; Regular checking work; Regular allocation of work; Organisation of work; Evaluation and appraisal of work; Evaluation of working methods; Employee development; Recruitment; Discipline; Co-ordination and management.
- Whether they are disciplined, co-ordinated or managed through others' direct supervision and if so provide that job title;
- The supervision and management of employees stating if volunteers, externally or core funded; or contractors, etc; and
- The number of employees you are responsible for and at how many sites.

### **Responsibility for Financial Resources**

This factor measures the direct responsibility of the postholder for financial resources, including cash, vouchers, cheques, debits and credits, invoices, budgets and income. It takes into account the nature of the responsibility, for example, correctness and accuracy; safekeeping, confidentiality and security; deployment and degree of direct control; budgetary and business planning responsibilities; planning, organising and long term development of the financial resources. It also takes into account the degree to which other employees contribute to the overall responsibility and the value of the financial resources.

When providing working examples think about and include:

- Provide FIS sheets;
- Personal and shared responsibility for income generation or expenditure budgets;
- Setting or monitoring targets or budgets and their value;
- Accounting for or handling expenditure or money; and
- If shared responsibility provide job titles of other posts.

### **Responsibility for Physical Resources**

This factor measures the direct responsibility of the jobholder for physical resources, including manual or computerised information; data and records; office and other equipment; tools and instruments; vehicles; plant and machinery; land, construction works, buildings and fittings and fixtures; personal possessions; and goods, produce stocks and supplies.

It takes into account the nature of the responsibility, for example, safekeeping, confidentiality and security; deployment and degree of direct control, maintenance and repair; ordering, purchasing and replacement authority; planning, organising and long term development of the physical resources.

It also takes into account the degree to which other employees contribute to the overall responsibility, the frequency with which the responsibility is exercised and the value of the physical resources.

When providing working examples think about and include:

### **Information systems**

- regular development or procurement of information systems;
- Production or processing of manual or computer information;
- The frequency and level of accuracy, care, confidentiality, security required in handling information;
- responsibility for planning and implementing procurement of large scale systems; and
- If shared responsibility provide job titles of other posts.

### **Equipment or tools**

- personal responsibility for adaptation, design, development or procurement of equipment;
- the range/value of equipment you are responsible for;
- responsibility for planning and implementing procurement and deployment of wide range of high value equipment; and
- If shared responsibility provide job titles of other posts.

### **Buildings, premises, external locations**

- the main nature of your responsibility, e.g. cleaning, maintenance/repair, security, adaptation/development, design, procurement or disposal;
- responsibility for planning and implementing procurement and or disposal of assets, supplies or stocks;
- level of value and range of assets; and
- If shared responsibility provide job titles of other posts.

### **Personal possessions of others**

- The value of the possessions.

### ***Environmental Demands***

#### **Working Conditions**

This factor measures exposure to disagreeable, unpleasant, uncomfortable or hazardous working conditions arising from the environment or from work with people.

It covers the frequency, duration and nature of conditions, such as dust, dirt, temperature extremes and variations, humidity, noise, vibration, fumes and smells, human or animal waste, steam, smoke, grease or oil, inclement weather, lack of privacy or isolation, and the risk of illness or injury arising from exposure to diseases, toxic substances, machinery or work locations. It also covers abuse, aggression and risk of injury from people.

The factor measures those aspects of the working environment that are unavoidable and integral to the job. Health and safety regulations and requirements are assumed to be met, but the requirement to wear protective clothing may create disagreeable or uncomfortable conditions. The emphasis of this factor is on the degree of unpleasantness or discomfort caused. This takes into account the frequency, intensity and duration of exposure to particular conditions; and the additional effect of variations or combinations of conditions.

When completing your questionnaire think about and include:

- Whether you need to work outdoors;
- The percentage of time spent working outdoors of the working day or shift;
- Exposure to weather;
- Protective clothing required; and
- Level and frequency of exposure to verbal abuse, aggression or anti-social behaviour.



**NJC Grading Form**

Job Title:		<i>If existing post –</i>	
JE no.:		Grading Panel:	
Date:		Postholder:	
Service:		Current JE points:	
Directorate:		Current salary grade:	
Line Manager:			
Line Manager's job title:			

Forms are to be completed by HR representative responsible for job evaluation during meetings held with the postholder (if existing post) and/or Line Manager.

Documents required for the meeting:

- ✓ Job Description, with HR Advisors' comments taken into account and if existing post agreed with postholder and changes highlighted;
- ✓ A current structure chart; and
- ✓ Relevant FIS sheet.

Knowledge							
Mental Skills							
Interpersonal and Communications Skills							
Physical Skills							
Initiative and Independence							
Workload from	Planned	%	Reactive	%	Line Manager	%	
Physical Demands							
Time indication needed within this factor.							
Mental Demands							
Time indication needed within this factor.							
Emotional Demands							
Time indication needed within this factor.							
Responsibility for People							
Is this share responsibility – name post.							
Responsibility for Supervision/Direction/Co- Ordination of Employees							
Is this share responsibility – name post.							
Responsibility for Financial Resources							
Is this share responsibility – name post.							
Responsibility for Physical Resources							
Is this share responsibility – name post.							
Working Conditions							

**Approval:** We confirm that this form conveys a full and accurate description of the job as at (date):

**Signed** ..... (Applicant)                      **Date**.....  
**Signed** ..... (Line Manager)                      **Date**.....  
**Signed** ..... (Director)                              **Date**.....

## Appendix 5: Grading Appeal form

### Grading Appeal Form

Please send completed Grading Appeal forms to HR Advisory Services by email at [jobevaluation@carlisle.gov.uk](mailto:jobevaluation@carlisle.gov.uk) or by post to HR Advisory Services, Carlisle City Council, Civic Centre, Carlisle CA3 8QG

I wish to lodge an appeal under the Grading Appeal Procedure.

Full Name:	
Post Title:	
Reference no.:	
Directorate:	
Service Area:	
Team: (if applicable)	

We recommend that you talk things over with a colleague, your manager or Trade Union representative.

Re-read the guidance notes and other relevant information which is available from HR Advisory Services, your Trade Union representative or on the <http://intranet/employees/Pages/JobEvaluation.aspx>.

If you would like help in writing your appeal you can ask a colleague, your manager, HR Advisory Services or a Trade Union representative.

### 1.1.1.1.1 Grounds for Appeal

Whatever your grounds for appeal you must provide evidence to support your appeal.

Please indicate which factor(s) you believe have been incorrectly scored, explain why and say what evidence there is to support your appeal			
Factor	Score	Explanation/ Evidence	Line Manager Comments

Any additional comments/information you would like us to take into account:	Line Manager Comments

If you choose not to attend an Appeal Panel, your written appeal will be considered but you may still be asked for more information.	
Do you wish to attend an Appeal Panel in person?	Yes/No
Do you want to be accompanied by your Line Manager, a colleague or Union rep at an Appeal hearing?  If yes, please say who will be accompanying you	Yes/No

Postholder Signature: _____	Date:	
Line Manager Signature: _____		

<i>Director's Signature</i> _____	Date: _____
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## Appendix 6: Checklist for Casuals and Agency Staff

### Job Evaluation Checklist Casual and Agency

Prior to appointing identify what job role they will need to perform provide this information to Job Evaluation [jobevaluation@carlisle.gov.uk](mailto:jobevaluation@carlisle.gov.uk) and you will provide with the appropriate grade for the specific post.

When providing information regarding the job role it may be appropriate to highlight current job descriptions (using track changes) as to what the post will or will not be a requirement.

It may be more appropriate to provide an overall view of the role. For example:

This post is similar in its overall purpose to the deleted (*name of post*) post. They will, however, be working with special interest / ethnic minority / disability groups as well as delivering the reminiscence programme. Oral history may play a large part in the role.

The post holder will be responsible for planning and delivery of the 3 year programme. Medium term planning and project management skills and experience are therefore essential. There is an annual budget of £45,000 and the post-holder will be responsible for profiling and monitoring this budget (accountability will be with the (*name of post*) Manager). Because this person will need to go into the community to work with a variety of groups, some of whom may be quite challenging, it is essential that the post holder is mature, confident and has the ability to establish a rapport with people of all ages and backgrounds.

From previous experience and understanding of where this post will sit within the Directorates current structure I would expect that this post will fall within Graded F.

## **Appendix 7: Job Evaluation Checklists**

### **New posts**

Line Manager to discuss job description with HR Advisor taking account of their comment's and email completed version to [jobevaluation@carlisle.gov.uk](mailto:jobevaluation@carlisle.gov.uk).

HR Officer responsible for job evaluation will contact Line Manager to arrange an hours meeting to complete relevant scheme's form.

Job Evaluator makes necessary checks and benchmarks post and will email/meet with Director to sign off paperwork.

HR Officer will release score to HR/Finance and Line Manager.

Percentage of posts will go to a Grading Panel for quality assurance purposes.

### **Existing Posts**

Line Manager to discuss job description with postholder and HR Advisor taking account of their comment's and email completed version to [jobevaluation@carlisle.gov.uk](mailto:jobevaluation@carlisle.gov.uk).

HR Officer responsible for job evaluation will contact Line Manager and postholder to arrange an hours meeting to complete relevant scheme's form.

Job Evaluator makes necessary checks and benchmarks post and will email/meet with Director to sign off paperwork.

HR Officer will release score to postholder and offer opportunity of an appeal and copy in Line Manager.

If there is to be no appeal HR Officer will release score to HR/Finance.

Percentage of posts will go to a Grading Panel for quality assurance purposes.

### **Appeal**

If postholder wishes to appeal a completed appeal form needs to be submitted within the deadline provided and signed off by Line Manager and Director.

Appeal form and original paperwork will go to the Grading Panel and postholder will be offered an opportunity to attend, if they choose, with Trade Union Representative or work colleague.

HR Officer will email/meet with Director to release the score.

HR Officer will release score to postholder, Line Manager and HR/Finance.

## **Hay Form Checklist for Completion**

The checklist is to provide advice for staff on the Hay scheme, to enable the completion of the Hay Grading Form effectively.

Forms are to be completed by HR representative responsible for job evaluation during meetings held with the postholder (if existing post) and/or Line Manager.

Documents required for the meeting:

- ✓ Job Description, with HR Advisors' comments taken into account and if existing post agreed with postholder and changes highlighted;
- ✓ A current structure chart (available from the HR if different from that on the intranet); and
- ✓ Relevant FIS sheet.

Please think about examples of work you carry out that relate to the factors described below as these will be an important part of the discussion with the HR representative and your line manager.

### **Heading**

Note that "Reports to" should be the title of the post to which the jobholder reports, rather than the name of an individual. If you are answerable to more than one post for different areas of your responsibilities, please give a brief indication of this division of reporting responsibilities.

### **1 Job Purpose**

The panel will retrieve this information from the job description provided.

### **2 Dimensions**

The objective of this section is to obtain factual, quantitative and financial information particularly relevant to your job which helps to reflect the scale and scope of the job.

If stating responsibility for budgets please provide the relevant FIS sheet.

These should include where relevant:

- (a) Annual budgetary amounts (e.g. revenue or capital spends, income or funding) with which your job is either directly or indirectly concerned.
- (b) Number and grading of subordinate staff, if any.
- (c) Other key quantitative measures of the volume or scale of service or activities relating to your work.

### **3 Principal Accountabilities**

The panel will retrieve this information from the job description provided.



#### **4 Hardest Part of the Job**

Describe what is the most difficult, complex or challenging part of your job and explain why.

#### **5 Work Examples**

Describe the impact of your work by giving two or three examples of past actions or future intentions which will amplify the understanding of your accountabilities.

#### **6 Organisation**

- (a) Please provide a current structure chart (available from the HR if different from that on the intranet).
- (b) Briefly describe the major responsibilities of your immediate subordinates.
- (c) Briefly describe the nature of the reporting relationship which exists between yourself and the Director to whom you are accountable.

#### **7 Job Context**

The purpose of this section is to aid understanding of your job by setting it in its proper context.

Describe:

- (a) key features of the Council's policies and practices which affect the services for which you are responsible.
- (b) how your job relates to the work of other offices, groups, committees, general public, both within and outside the Council. In particular you should identify the nature and extent of contact you must maintain with elected members outside formal Committee meetings.

#### **8 Knowledge and Experience**

The panel will retrieve this information from the person specification provided.

#### **9 Additional Information**

Briefly explain any aspects of your job which you think have not been adequately covered in previous sections and which you feel are important in understanding your various duties. Include also any temporary features and providing relevant dates.

Ref:

**J O B   D E S C R I P T I O N**

**DEPARTMENT:**

**JOB TITLE:**

**REPORTS TO:**

**DATE:**

- 1 Job Purpose (see job description)
- 3 Dimensions
- 3 Principal Accountabilities (see job description)
- 4 Hardest Part of the Job
- 5 Work Examples
- 6 Organisation (structure chart from HR)
- 7 Job Context
- 8 Knowledge and Experience (see person specification)
- 9 Additional Information

**Approval:** We confirm that this form conveys a full and accurate description of the job as at (date):

Signed ..... (Applicant)                      Date.....

Signed ..... (Line Manager)                      Date.....

Signed ..... (Director)                      Date.....