

PORTFIELD SCHOOL & SATELLITE CENTRES



POLICY DOCUMENT FOR PAY STRUCTURE MAINTENANCE



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Review of Policy

This policy will be reviewed annually unless changes of circumstances or legislation requires it to be amended earlier.

Signed: Date:
.....
Headteacher

Signed: Date:
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Chair of Governors

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Pay structure maintenance policy

1. Aims

This policy statement explains how the Authority, in conjunction with the trades unions, will manage the ongoing maintenance of its pay structure based on the NJC 'Green Book'¹ pay spine, and the underpinning process of job family allocation².

The broad aims of the policy are to:-

- maintain internal equity and compliance with the law on equal pay
- ensure that the pay structure continues to meet its primary purpose of enabling employee recruitment and retention.
- ensure that the pay structure is suitably responsive to team and organisational change.
- facilitate an efficient process of pay grade review, whether initiated by management or employees, within a framework that safeguards consistency and control.

2. Scope

2.1 The policy shall apply to all positions within the organisation that are or which in future may be graded in relation to the NJC 'Green Book' pay spine and to all employees who occupy those positions.

2.2 In relation to NJC-graded posts within the Authority's schools-based workforce, Governing Bodies are strongly recommended to adopt and adhere to the policy in the interests of ensuring grading consistency across the organisation, and preventing pay practice in schools from deviating from equality principles, distorting the pay structure, and, potentially, exposing the Authority and schools to equal pay claims. As schools are counted as part of the wider organisation, the settlement of any such claims due to a Governing Body's failure to adopt and adhere to the policy will result in a charge against the delegated school budget including any consequential costs elsewhere in the organisation.

¹ The National Joint Council for Local Government Services; the national collective bargaining machinery through which the main pay spine for local authority employees is negotiated.

² Job family allocation is the technical, evaluative process, akin to job evaluation, adopted by Pembrokeshire County Council to determine the appropriate role profile and hence pay grade for jobs occupied by employees subject to the NJC national agreement.

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3. Assessing grades for new jobs and reviewing the grades of existing jobs.

3.1 Management-initiated grading reviews

3.1.1 Service managers may from time to time identify that the allocation and grading of an existing job requires review. This may stem, for example, from team restructuring exercises, or other developments resulting in changes to job role and content that are significant and measurable. Similarly, the creation of entirely new job types will call for grading to be determined through the job family allocation process.

3.1.2 Such reviews will be undertaken by the HR Division in consultation with the relevant service manager, Head of Service or Head Teacher, as appropriate. There will be a standard procedure in such cases, as described in Appendix A.

3.1.3 Appropriate consultation on proposed grading changes shall also take place with local trade union representatives.

3.2 Employee-initiated grading reviews

3.2.1 Employees may request that the role profile to which their job is allocated and, by extension, its pay grade are reviewed. This facility can be a potentially useful means of ensuring that the relationship between pay and responsibilities is maintained. Such requests must however always be based on clear evidence of changes in job role and content that are significant and measurable, and that are validated as operationally necessary and sanctioned by the relevant Head of Service or Head Teacher.

3.2.2 A standard procedure for such reviews shall be followed in all cases, as described at Appendix B.

4. Temporary pay grade uplifts and temporary pay supplements

4.1 Acting-up allowances

4.1.1 Employees who are asked by their manager temporarily to perform the full duties and responsibilities of a position that sits at a higher role profile and grade shall be entitled to be paid in accordance with the grade for that position, provided that the period in question

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exceeds 4 consecutive weeks. Exceptionally, acting up allowances may be appropriate for shorter periods of cover where it can be clearly evidenced that this is an intrinsic and necessary aspect of service delivery and workforce planning that is essential for service continuity (e.g. the catering service).

- 4.1.2 The payment of acting up allowances shall be conditional on agreement from HR and the relevant Head of Service or Head Teacher shall be responsible for authorising such a pay grade adjustment and also for arranging its implementation via HR. The additional pay shall be paid as separate pay element (an 'acting up' allowance) equivalent to the difference between the employee's substantive salary and the base point of the relevant higher grade.
- 4.1.3 Acting –up allowances shall not generally be permitted to continue for longer than six months without formal re-consideration and the consent of the Head of HR. The authorising manager (Head of Service or Head Teacher) shall be responsible for ending the temporary uplift when circumstances change, and informing HR accordingly.

4.2 Pay supplements for undertaking temporary additional duties and responsibilities

- 4.2.1 The job family structure is designed to facilitate and encourage flexible working across the organisation, by focusing on the generally expected contributions, as expressed in role profiles, at each level of work. It follows that additional or alternative duties at the same level of work shall not qualify for additional reward.
- 4.2.2 However, in circumstances where employees are asked temporarily to undertake, for a period of four consecutive weeks or more, certain additional responsibilities that are clearly consistent with a higher role profile than the one to which their job has been allocated, the relevant Head of Service may give consideration to the payment of a salary supplement in the form of an honorarium. The value of the honorarium payment will normally be the difference between an employee's current salary and the first point of the grade applicable to the relevant higher role profile
- 4.2.3 The payment of honoraria shall be conditional on agreement with HR on both the justification for the payment and the sum proposed, and must be authorised by the relevant Head of Service. In

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addition, the extension of any such payment beyond six months shall also be subject to the approval of the Head of HR.

5. Market pay supplements

- 5.1 The Authority may from time to time conduct or commission research into market rates of pay for certain jobs, particularly in response to employee recruitment and retention problems.
- 5.2 Where such research suggests that the payment of a market pay supplement would be justifiable and beneficial, and it is decided on the evidence to implement such an allowance, it shall always be treated as a separately identifiable pay element, so as not to distort the underlying substantive pay grade and internal relativities, as determined by the job family allocation process.
- 5.3 Market pay supplements shall not be paid indefinitely, but rather for defined periods, with set review periods, and specified at the point of introduction. They shall be subject to periodic review (at intervals not exceeding twelve months) and may be discontinued, following appropriate consultation with the employees affected, should it appear that they have ceased to be warranted.
- 5.4 The business case for a market pay supplement shall be reported to the Corporate Management Team for consideration. Consultation with local trade union representatives shall also take place, as appropriate.

6. Corporate monitoring and control

- 6.1 The HR Division shall be responsible for corporate oversight of the grading structure. As such, it will monitor and periodically report on grade movements across the organisation, as well as any other developments affecting the pay structure, to the Corporate Management Team.
- 6.2 Similarly, the trade unions shall be regularly informed of changes affecting the management of the pay structure, including for example grade movements for existing jobs, the grading of new jobs, as well the payment of acting up allowances, honoraria and market pay supplements, and shall have the opportunity to discuss such information with management representatives.

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Appendix A

Procedure for management-initiated grading reviews

1. The relevant Head of Service shall request HR to review the grades of existing jobs, or to determine appropriate grades for new jobs, and in so doing shall be required to provide the following evidence as a minimum standard to enable the process:
 - The business case for the new or revised job(s).
 - A single, definitive revised / new job description and person specification in relation to each position to be reviewed (or new position), including relevant information on job working circumstances. A standard job description template shall be used for this purpose.
 - A structure diagram showing clearly the reporting relationship between the job(s) in question and other jobs in the relevant team / service.
 - Other relevant supporting information explaining, for example, the span of control and operating environment of the position(s) to be reviewed.
2. Heads of Service shall refrain from putting forward preconceived role profile and grade 'targets' for jobs submitted for grading, or grading review.
3. Recruitment into new positions shall not be initiated until the question of role profile allocation and pay grade has been settled.
4. HR Division shall be responsible for analysing the information provided and for determining appropriate job family allocation and hence pay grade. The aim will be to report back to the Head of Service (or Head Teacher) on outcomes and grade within 10 working days of all necessary information being supplied.
5. Individual post-holders will then be notified directly by HR of any changes made to existing roles that those individuals occupy and recruitment to new/ vacant posts will also be initiated at that point.

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6. The trades unions shall be kept informed of all grade changes resulting from this procedure, and shall have the opportunity to comment on them, in accordance with the provisions of section 6 of the pay structure maintenance policy.

Appendix B

Procedure for employee-initiated grading reviews

1. Employees shall be required to clearly set out the grounds for the review request on the form prescribed by the Authority for this purpose. It will be incumbent on the employee to evidence that changes to job content are significant, measurable, ongoing and required by their Head of Service. This should be agreed with and by the manager prior to the application being submitted.
2. The application for review must be made to and supported by the employee's immediate manager and Head of Service, as a condition of being referred to HR for analysis. Where the parties are not in agreement that a grading review is warranted on the evidence presented, the Head of HR shall have authority to adjudicate.
3. If the Head of Service agrees with the individual employee, the following should be provided to HR:
 - The business case for the new or revised job(s).
 - A single, definitive revised / new job description and person specification in relation to each position to be reviewed (or new position), including relevant information on job working circumstances. A standard job description template shall be used for this purpose.
 - A structure diagram showing clearly the reporting relationship between the job(s) in question and other jobs in the relevant team/service.
 - Other relevant supporting information explaining, for example, the span of control and operating environment of the position(s) to be reviewed.
4. Subject to the requirements in 1 and 2 above being met, the completed application shall be forwarded to HR for job analysis, job family allocation and grading. The employee and/or service manager may be interviewed informally as part of the process of job analysis, if

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necessary. Provided that all relevant documentation has been provided, HR shall aim to complete it's analysis within 10 working days.

5. HR will initially report its findings and a grading recommendation to the relevant Head of Service (or Head Teacher). The Head of Service (or Head Teacher) may explore the issue with the HR Division, but it will generally be expected that recommendations will be accepted. In the event of disagreements, the Head of HR shall have authority to adjudicate.
6. The outcome shall be notified to the employee in writing by HR. Any authorised grade changes shall be operative from the date of the employee's review application (i.e. date received in the HR division).
7. Unless there are exceptional circumstances, employees shall generally not be permitted to request a further grading review in respect of the same position within a period of twelve months from the date of review outcome notification. Similarly, employees who have submitted appeals under the Authority's Single Status Pay and Grading review appeals process shall not be entitled to initiate a grading review under the provisions of this policy until a period of twelve months has elapsed from the date of the conclusion of their appeal under the pay and grading review appeals process.
8. The trades unions shall be kept informed of all grade changes resulting from this procedure, and shall have the opportunity to comment on them, in accordance with the provisions of section 6 of the pay structure maintenance policy.

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