

WOLVERHAMPTON CITY COUNCIL

SINGLE STATUS AGREEMENT

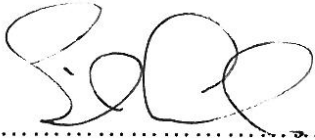
COLLECTIVE AGREEMENT

25 March 2013

Single Status Agreement – March 2013

We the undersigned:

Signed on behalf of Wolverhampton City Council



.....
Simon Warren, Chief Executive Officer

Signed on behalf of UNISON



.....
Anita Edwards, Regional Organiser

Signed on behalf of GMB



.....
Amanda Gearing, Regional Officer

1. Preamble

- 1.1 The Council has reached a negotiated agreement with the recognised Trade Unions (UNISON, GMB AND [UNITE]) to implement the National Single Status Agreement 1997 updated 2004. The resultant changes to pay, grades and terms and conditions of employment are incorporated into individual contracts of employment through this binding collective agreement.
- 1.2 The implementation date is 1st April 2013.

2. Employees in scope of the Collective Agreement

- 2.1 This Agreement is applicable to employees within scope of the NJC for Local Government Services (the Green Book) employed by Wolverhampton City Council, including those working in schools.
- 2.2 It does not apply to employees whose contracts incorporate the following national agreements: JNC for Chief Executives/Chief Officers (Under review):
- Senior managers on Hay grades and/or Wolverhampton terms and conditions for Senior Managers (Under review)
 - JNC for Soulbury Conditions (Under review)
 - JNC for Youth and Community Services (Under review)
 - NJC for Building Craft and Engineering Services (Red Book), *including those paid under locally agreed pay arrangements* (Under review)
 - Those employed under Teachers terms and conditions (which are not part of the harmonisation programme).
- 2.3 The Council will consult and negotiate separately (as appropriate) with employees and their representatives within the above groups.

3. Parties to the Collective Agreement

- 3.1 The parties to this Collective Agreement are Wolverhampton City Council (the Council) and the recognised trade unions for the sector of employees described in Paragraph 2.1.

4. Principles

- 4.1 The negotiations to develop the terms and conditions contained in this Agreement have been based on the Guiding Principles in Part 1 of the 1997 National Single Status Agreement to support and encourage: high quality services delivered by a well-trained, motivated workforce with security of employment;
- equal opportunities in employment; equality as a core principle which underpins both service delivery and employment relations; and both the removal of all discrimination and promotion of positive action;
 - a flexible approach to providing services to the community, which meets the need of employees as well as employers;

- stable industrial relations and negotiations and consultation between local authorities as employers and recognised trade unions.

This Collective Agreement reflects the requirements of the NJC Conditions of Service for Local Government Services (the Green Book) and covers all employees previously known as Administrative, Professional, Technical and Clerical (APT&C) staff and Manual Workers (the White Book).

5. Job Evaluation Scheme

Scope of Scheme

- 5.1 The NJC for Local Government Services Job Evaluation Scheme is formally adopted for the grading of posts covered by this Agreement with the Ways Job Families and Role Profile methodology being formally adopted to provide a Job Allocation scheme method of carrying out Job Evaluation. The Scheme is attached at Schedule A.

6. Appeals Procedure

- 6.1 Employees can appeal the outcome of Job Evaluation. There is an Appeals Procedure for Council employees (Schedule B) and a procedure for Council employees working in schools.(Schedule C).

7. Implementation of Single Status

a) Personal Annual Leave Year and Annual Leave Allowance

It is agreed annual leave will be accrued on a personal year basis calculated from the date when the employment began.

Annual leave entitlement is detailed in table 1 below:

Number of Years Continuous Local Government Service at 1 April	Annual Leave Entitlement in Days
Less than five	23
Five but less than ten	28
Ten but less than twenty-five	30
Twenty-five or more	32

b) Concessionary Days

Annual leave entitlement set out in Table 1 includes two concessionary days per year which were taken as fixed days prior to May 2007.

c) Monthly Pay

It is agreed all employees within the scope of this Agreement will be paid monthly in arrears.

d) 37 hour week

It is agreed, subject to Section 9 of this Agreement that all employees within the scope of this Agreement will work to a 37 hour week (FTE).

8. Pay and Grading Policies and Procedures

a) Pay and Grading Structure

There will be a Pay Structure of 10 non-overlapping grades starting at Local Pay Point 1, which is equivalent to the Living Wage for outside of London and rising to Local Pay Point 54 .

The rates of pay for each grade as at 1 April 2013 are shown below:

**Subject to any pay awards agreed nationally for 2013/14.*

NJC SCP	*Value	Grade	Local Pay Point
Living Wage	£14,373	1	1
11	£14,733	2	2
12	£15,039	3	3
13	£15,444	3	4
14	£15,725	3	5
15	£16,054	3	6
16	£16,440		7
17	£16,830	4	8
18	£17,161	4	9
19	£17,802	4	10
20	£18,453	4	11
21	£19,126	4	12
22	£19,621		13
23	£20,198		14
24	£20,858	5	15
25	£21,519	5	16
26	£22,221	5	17
27	£22,958	5	18
28	£23,708	5	19
29	£24,646		20
30	£25,472		21
31	£26,276	6	22
32	£27,052	6	23
33	£27,849	6	24
34	£28,636	6	25
35	£29,236	6	26
36	£30,011	6	27
37	£30,851		28
38	£31,754		29
39	£32,800	7	30
40	£33,661	7	31
41	£34,549	7	32
42	£35,430	7	33
43	£36,313	7	34
44	£37,206	7	35
45	£38,042		36
46	£38,961		37
47	£39,855	8	38
48	£40,741	8	39
49	£41,616	8	40
50	£42,505	8	41
51	£43,396	8	42
52	£44,299		43
53	£45,202		44
54	£46,108	9	45
55	£46,997	9	46
56	£47,897	9	47
57	£48,803	9	48
58	£49,715		49
59	£50,612		50
60	£51,506	10	51
61	£52,409	10	52
62	£53,289	10	53
63	£54,163	10	54

b) Pay Strategy Board

An officer Board will consider all applications from managers for HR changes including but not limited to:

1. Market supplements, honoraria, acting-up, secondments
2. Any other payments as determined by the Strategic Executive Board (SEB)
3. Career grades
4. Restructuring/re-grading proposals
5. Accelerated incremental progression
6. Monitoring overtime and review of patterns
7. Review implementation of 5 out of 7 requests
8. Pay Awards
9. Allowances

The combined trade unions will have two seats on the Pay Strategy Board. Trade Union representatives will serve on the Pay Strategy Board for a 12 month period. Each of the two seats will be occupied by different trade unions.

Pay will be in accordance with the pay scales set out subject to any variation that is applied e.g. pay awards. Variations will only be permitted where agreed by the Pay Strategy Board.

c) Assimilation for roles on the Council's establishment as at 1 April 2013

1. Existing roles within scope of Single Status have been subject to job evaluation and employees have been notified of their new grading.
2. Any employee whose new grade following Single Status is higher than their current grade and has no overlapping spinal column points (scp) within it will be appointed on the bottom scp of the new grade.
3. Any employee whose new grade falls at the same level as their previous grade shall be paid one scp higher than the salary they currently receive, if they have headroom.
4. Where the new grade following Single Status is lower than the current grade and has no overlapping scp within it the employee will be appointed on the top scp of the new grade.
5. Where there is headroom within the grade employees will be paid an increment each year following the effective date, on 1st April of each year until the maximum of the grade is reached.
6. Accelerated incremental progression – an increment may be accelerated within an employee's scale at the discretion of the Council on the grounds of special merit or ability, subject to the maximum of the scale not being exceeded.
7. An increment may be withheld following an adverse report on an employee (subject to that employee's right to appeal against this). Any increment

withheld may be paid subsequently if the employee's work becomes satisfactory.

This agreement does not include incremental progression on 1 April 2013 for any employees except those who are blue circles (those whose pay stays the same) (total package) and who have headroom within their grade. Green Circles are not included because they are already receiving a new package in excess of the current package.

d) How jobs will be graded after 1 April 2013

Following the implementation of Single Status on 1 April 2013 an Allocation Panel will to allocate new or changed roles to the Pay Structure.

Following the submission of new or revised job descriptions, person specifications and a management business case to Human Resources, an Allocation Panel will be convened and operate in the same way as panels which allocated existing jobs to role profiles. The procedure to be followed is described below:

Allocation Panel Procedure

The purpose of the Allocation Panel is to fairly and accurately assess, assign, analyse and allocate jobs to the most appropriate job family and the appropriate role profile level.

The Allocation Toolkit is the agreed means of allocating jobs to the appropriate profile level and job family.

All parties taking part in the allocation process should have attended allocation training.

The manager's knowledge of the role is crucial to the process. Allocating managers will be empowered to make allocation decisions and will be knowledgeable enough of the nature of the jobs to make accurate allocation decisions.

The allocating manager's knowledge and job descriptions and person specifications will be used to inform allocation choices.

If there are any jobs which cannot be assigned to a job family and role profile, they will remain unallocated until such time as an appropriate role profile is written to describe the generic nature of the work.

Roles

- | | | |
|-------------------------|---|---------------|
| Manager | - | Allocator |
| HR Advisor to the Panel | - | Chair/Advisor |
| Trade Union | - | Advisor |
| HR Officer | - | Panel Clerk |

Allocation Panels will be made up of at least 3 of these roles and should include a trade union representative.

Manager

- Will provide factual information to the Panel.
- Will ensure jobs are allocated to the appropriate profile by fairly and accurately describing the nature of the job.
- Will have the final decision on allocation.

HR Advisor to the Panel

- Will chair the Panel.
- Will manage relationships.
- Will guide the Panel through the Allocation Process.
- Will challenge assumptions where there is a lack of factual evidence.
- Will provide advice on other allocations to ensure consistency.

Trade Union Representative

- Will act as an advisor to the Panel.
- Will not attend Panels from their own work area.
- Will provide constructive input on any other relevant issues to the process.

HR Officer

- Will co-ordinate establishment groupings and job descriptions.
- Will complete the allocation documentation during the Panels.
- Will maintain the allocation database.
- Will provide interpretation of factors if required/appropriate.
- Will provide regular allocation reports to Cabinet (Resources) Panel and the annual Equality Review.

Following allocation, the jobs will be subject to the Council's establishment of posts or restructuring processes. Currently this would require completing the officer and Member approvals required by the ECR process, followed by reporting for information to Cabinet (Resources) Panel.

e) Market Forces Supplement Policy

Market forces supplements as at 31 March 2013 will cease. The Pay Strategy Board will consider any applications for Market Forces Supplements after 1 April 2013. Market forces supplements will be agreed for a maximum of one year.

f) Transitional Pay Arrangements

There will be a provision of 12 months' transitional pay arrangements on non discriminatory pay for employees whose basic pay is reducing under Single Status. Where base pay has included within it protected bonus or bonus consolidated pay or any other discriminatory factor then this element of pay will not be protected.

If an employee's basic pay rises as an outcome of the Single Status review, they may come out of any redeployment pay protection arrangements because their new basic pay is more than the total of their redeployment pay.

Any transitional pay arrangements are subject to the Memorandum of Understanding being signed with Thompsons Solicitors prior to 1st April 2013.

g) Career Grade Scheme

The Council is committed to exploring, in conjunction with UNISON, GMB and UNITE, options for an equality safe career grade scheme.

9. Schools Terms and Conditions of Employment

a) Nursery Nurses and Teaching Assistants on 31.25 hour contracts

Upon implementation of Single Status existing protected arrangements under Part 3 Appendix 2 of the Green Book will cease. If an employee is employed on what are referred to as 'Nursery Nurse Conditions', irrespective of what their job title is, their current full working week will be deemed as 31.25 hours rather than the standard 37 hours.

As part of the overall harmonisation of terms and conditions, implementation of the Single Status agreement will mean affected employees will be considered part-time and their salaries pro-rated accordingly, with effect from 1 April 2013.

b) Senior Midday Supervisors

Locally agreed terms and conditions of Senior Midday Supervisors will cease on the implementation of Single Status from 1 April 2013, the terms and conditions of their role will be in line with the NJC terms and conditions as detailed in this Agreement.

c) Special Educational Needs Allowance

Any Special Educational Needs allowance (SEN) will cease with effect from 1 April 2013. This allowance is reflected in the pay grades under this Agreement.

d) Laboratory Technician's Allowance

Any Laboratory Technician's allowance will cease with effect from 1 April 2013. This allowance is reflected in the pay grades. Under this Agreement.

e) Retainer Payments

Any retainer payment will cease with effect from 1 April 2013. All employees will be paid for the actual number of hours worked per week and number of weeks worked per year.

10. Terms and Conditions of Employment

a) Allowances (including those subsumed)

The following allowances have been subsumed as credit is already given for these activities/responsibilities as part of Job Allocation:

- Approved Social Worker Extra Hours
- First Aid Allowance – Contract
- Lab Technician Qualification Allowance
- Laundry Payment
- Lettings
- Office Moves Payments
- Special School Allowance
- Stoking Payments
- Swimming Pool Allowance
- Vehicle Care Allowance

b) Bonus Payments

Any remaining bonus payments will be removed on implementation of Single Status.

c) Acting Up to provide Cover for Managerial/Senior Posts

In the event of a temporary and unforeseen absence of a manager, supervisor or more senior colleague for a period of more than one calendar month, an employee may be asked to 'act up' to cover their role and be paid accordingly. Cover provided for absences over the shorter term will not receive an acting-up allowance. Where an absence is likely to be lengthy e.g. maternity leave,

managers will consider making an appointment to the temporary vacancy through advertisement to a wider field of potential applicants. Acting up arrangements may be considered in the interim period. Once cover extends beyond one month then employees will be paid the difference between their own rate and the job-evaluated rate for the job being covered, backdated to the beginning of the period of cover based on the percentage of the duties required to be covered. Acting up allowances may be paid to more than one member of a team if responsibilities are being shared. All acting-up allowances will be considered by the Pay Strategy Board.

d) Honorarium Payments

All existing honorarium payments will be ceased upon the implementation of the new pay and grading arrangements. Following implementation, Assistant Directors/Headteachers will have discretion to recommend honorarium payments in accordance with the Council policy where employees undertake additional responsibilities for a limited period of time. This will not be a full job evaluated rate given the time limits on the responsibilities; however the job evaluation scheme can be used to help establish an appropriate rate.

All honorarium payments should be set for a defined period of time at the point of approval. This cannot exceed 12 months and all payments will cease at that point unless a further approval has been secured from the Pay Strategy Board. Honorarium payments will only be made on approval by the Pay Strategy Board.

11. Allowances post Single Status Implementation

There are a number of potentially discriminatory allowances that have been reviewed as part of Single Status. The review of these allowances will enable the Council to implement a fair and equitable pay and reward structure. Upon implementation payments for these allowances will be distributed fairly and consistently across the Council. Only one enhancement/allowance paid in same period of work. The allowances are:

Standard Working Week

Subject to the requirements of the service, and following appropriate local consultation processes, the working week of individual employees may be arranged over a 7 day period, including weekends, providing that the employees' average core hours over a pre-determined reference period does not exceed 37 hours.

The standard working week shall remain at 37 hours where hours worked are not in excess of 37 hours.

5 out of 7 Working

The Council shall adopt 5 out of 7 working work within service areas that are required to provide a 6 or 7 day a week service, which includes weekends. This will be classed as part of the normal working week and will enable the Council to provide services without the requirements to make any additional/enhanced payments. It is not the Council's intention to migrate to 5 out of 7 working for all employees.

Each service will need to identify what the "normal" working week expectation will be.

The implementation of 5 out of 7 for employees not currently working a 5 out of 7 pattern to be based upon:

- The development of a business case identifying the key drivers for the change
- A clearly defined scope of the services, functions and employee groups who will be directly affected by the proposal and the benefits of the change
- A robust equality analysis of in-scope employees
- A consultation process which effectively allows 16 weeks' notice of the change for planned implementation (ensuring the maximum legal consultation framework of 90 days prior to the effective date of change is met, and that employees have a more than reasonable time to consider the impact of the planned change)
- Employees who do not currently work 5 out of 7, or a pattern including Saturday or Sunday, will not be moved to 5 out of 7 working before October 2013
- Employees who currently work only at weekends or part of a weekend will be able to retain this pattern.
- New jobs will be created for Saturday and/or Sunday working rather than wide-scale use of overtime for Saturday and Sunday working. The Pay Strategy Board will monitor overtime to manage this situation.

Weekend Working (including bank holidays)

To support 5 out of 7 working, payments for weekend working including bank holidays will cease. Where an employee's contract is to provide weekend working they will be paid at plain time rate.

Overtime

Overtime will be paid at the rate of 1.25 Mon to Sun in line with 5 out of 7 for hours over 37. This will be only for those on Local Pay Point 19 or below.

Overtime payments will be as follows:

- Overtime will be avoided unless essential for the delivery of a service.
- Employees will only be paid one enhancement/allowance for the same period of work.
- The overtime rate will be time and a quarter regardless of the day it is worked.
- Employees who are on rostered standby or sleep-in, whose actual hours worked total over 30 minutes will be paid at time plus a quarter.
- Key holders will receive an overtime payment for call out.

- Overtime will only be paid to employees up to and including current Local Pay Point 19. Employees on Local Pay Point 20 and above will not be entitled to receive overtime payments.
- Overtime patterns across the Council will be monitored by the Pay Strategy Board.

Shift Working Patterns

Alternating Shift will be paid at **5%**

Rotating Shift will be paid at **10%**

Split Shift will be paid at **5%**

Shift workers will be defined as employees who work in the same job over a regular rostered pattern of working that changes from week to week, and for which a shift pattern covers a minimum of/in excess of a 12 hour period.

An alternating shift shall be defined as covering a period of 12 – 18 hours/day and shall be paid at 5%.

A rotating shift shall be defined as covering a period in excess of 18 hours and shall be paid at 10%. A rotating shift shall cover the period between 00.00 – 05.00.

A split shift shall be defined as the hours of work split between different times of the day with at least a 3 hour break in between.

This shall be paid to employees up to Local Pay Point 19.

Night Work

Night work paid at a flat rate of 10% enhancement for hours worked. The qualifying hours for Night Work shall be between 22.00 and 06.00 or any part thereof.

Sleep-In

Paid at Green Book rate Mon to Sunday Inclusive.

This is in line with the payments as set out in the Green Book and will change as amended in the Green Book.

Employees shall receive this payment for sleeping-in for any night between Monday – Sunday inclusive.

Standby and Call Out

Rostered standby (not including key holders) paid at Green Book rate, Monday to Sunday inclusive, paid to employees on Local Pay Point 19 or below.

Call-out whilst on standby to be paid at overtime rate.

There shall be no change in payments for employees who are on rostered standby.

The qualifying period for this payment will be Monday – Sunday inclusive.

These arrangements shall exclude key holders whose payment arrangements will be covered under the proposed overtime arrangements.

Standby will only be paid to employees up to and including Local Pay Point 19.

Employees on Local Pay Point 20 and above will not be entitled to receive standby payments.

Unsocial Hours

Upon implementation of Single Status there shall be no payment for unsocial hours and employees will be paid the normal rates of pay before 22.00 hours.

Car Allowance

The Council shall withdraw payment of the Essential Car User lump sum allowance with effect from 1 April 2014.

All car mileage paid will be at the HMRC rates per mile with effect from 1 April 2014.

The Council will continue to make efforts to reduce the levels of mileage undertaken wherever possible.

Mobility Clause

Upon implementation of Single Status the Council will include a mobility clause to allow relocation anywhere within the City of Wolverhampton. Any disturbance allowance payments will cease at the point of Single Status implementation.

12. Locally-negotiated Terms and Conditions

The Council aims to have no local arrangements for NJC staff outside of the terms and conditions outlined in this Agreement. However if a need arises, appropriate consultation or negotiation will be undertaken with the recognised trade unions.

13. Terms and Conditions that will remain unchanged

The following terms and conditions will remain unchanged by this Collective Agreement:

NJC for Local Government Services National Agreement Part 2

- Sick Pay

- Subsistence Allowance
- Relocation Expenses
- Time Off for Public Duties
- Trade Union Facilities
- Public Sector, time off for interviews

NJC for Local Government Services National Agreement Part 3

These categories of allowances do not fall within remit of Single Status:

- Carers Leave – Statutory Payment
- Annual Leave restored after sickness
- Maternity & Adoption leave

Wolverhampton City Council Terms and Conditions

- Car Parking
- Mobile Phones
- Secondary/Employment/additional hours N.B. Working Time Regs
- Flexi Time
- Flexible working, Home working,
- TOIL
- Study Leave
- Time off for Medical Appointments
- Time off for Dependants
- Travel & Subsistence (excluding essential car user allowance)
- 100% Attendance
- Interview Expenses
- First Aid Payments (excluding where this duty has been evaluated as part of the job)
- Payments for untaken Annual leave

Any changes to the above will be consulted upon with recognised trade unions.

14. List of Attached Schedules

A	Job Family Modelling and Job Family Allocation ©: Technical Methodology for Wolverhampton City Council
B	Appeals Flowchart – Council
C	Appeals Flowchart – Schools
D	Wolverhampton City Council Pay and Reward Policy incorporating Market Forces Supplements Policy



Job Family Modelling and Job Family Allocation ©: Technical Methodology For Wolverhampton City Council

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Executive Summary

Job Family Allocation is a factor based analytical scheme designed to achieve a structured approach to designing pay and grading that is compliant with Equal Value requirements.

Job Families are a common approach to defining work with many additional benefits to organisations wishing to modernise their work descriptions. They are made up of a series of Role Profiles, which are generic descriptions of work within that family of work.

The Role Profiles are evaluated in full under a compliant job evaluation method and provide a basis for designing grade structures and associated salary ranges.

Individual jobs are analysed and allocated to a Role Profile by means of an objective factor based allocation toolkit.

The allocation toolkit uses the same factors in the job evaluation method based on objective analysis of the patterns that exist in the overall evaluations of an organisation's profiles.

The combination of the evaluations of the Role Profiles and the subsequent factor based allocation amounts to a job evaluation study under the terms of Equal Value legislation.

The method allows for the study to be undertaken in a timeframe and manner that enables consistency of approach and therefore more robust outcomes.

Every job is considered under this approach to a job evaluation study.

Introduction

The objective of the approach is to provide a means of analysing and evaluating work to deliver a grading and pay system that is compliant with the requirements of Equal Pay.

The Job Family and Allocation © (JFA) methodology has been employed by Ways HR Consulting in a number of clients. The overall principles are common to all clients. However the detail of application has varied at the request of clients. This paper refers to the general method and its particular application in Wolverhampton Council.

Key features of the system are:

1. Alleviate the need for detailed written individual job descriptions for single or

multiple incumbent jobs.

2. Reduce the consequential requirement to evaluate all individually identified jobs.
3. Take advantage of an analytical allocation (matching) process to improve speed and consistency.
4. Optimise time, resources and cost of the technical job evaluation exercise, without a detrimental impact upon the outcome.

The system avoids a protracted project over many years, multiple and changing project participants and work that may have altered since original measurement. This has led to problems of consistency, fairness of outcome and unreliable measurement.

We think it is important not to lose sight of the primary outcome of the exercise which is to assess and grade jobs within a salary structure.

- Work is first assessed using an acceptable job measurement methodology.
- Grade boundaries are applied to divide the range of job scores into groups which are for pay purposes treated the same.
- Salary ranges are attached to grades.

We support the achievement of fair pay and grading in a manner that is achievable for organisations with thousands of employees. We are also mindful of the need to avoid the temptation to incorrectly presume that job evaluation methods obey scientific laws. Justice McMullen QC sums up the reality very succinctly:

“Job evaluation is a system, it is not science, it is not arithmetic nor is it an art. It is simply a system of classifying the components taken analytically from one job as against another job to determine the statutory question as to whether they are of Equal Value. It involves a methodology that is the word used throughout these proceedings. It is apt. A method is a way of proceeding or doing something, especially a systematic or regular one and it involves techniques of work for a particular field. Methodology is the system of methods and principles used in a particular discipline.”

(Surtees v Middlesbrough Borough Council)

Job Family Modelling and (Job Family) Allocation is a methodology of this nature.

In the context of current Equal Pay legislation, the Job Family approach is a divergence from common practice where the usual technique is to evaluate a significant number of individual jobs. The Local Government Employers (LGE) provide NJC Technical note 4 (April 2004). The note acknowledges the enormity of a large organisation such as a Council to evaluate all employees' jobs so, *“some form of simplified system for dealing with non-benchmark jobs is inevitable if the exercise is to be completed within a reasonable timescale and costs.”*

The JFA approach applies three key methodological principles:

1. The use of generic descriptions of work (the Job Families).
2. Analytical Job Evaluation to evaluate the generic.
3. An analytical approach to allocate all employees' jobs to one of the generics.

JFA is not an alternative job evaluation scheme but an application of the chosen job evaluation scheme to create a complete methodology in the context of generic descriptions that cover all work under the scope of the study. The underlying approach is by no means original, the NHS 'Agenda for Change' (AfC) methodology being a major application of the concept. In the AfC approach, the terminology used is 'matching'. We have elected to use an alternative word, 'allocation' but avoid the word 'slotting', which is now associated with a very different alternative methodology which has been adversely criticised.

The mechanics of AfC has been exhaustively examined in a recent important Employment Tribunal (Hartley and others vs. Northumbria Health Care NHS Foundation Trust and others, 2009). In this case, the validity of the 'matching' approach was tested for compliance with Section 1(5) of the Equal Pay Act 1970. The AfC methodology of employing an analytical job evaluation scheme and an associated analytical matching process was successfully defended.

The methodology developed for Job Family Allocation © (JFA) has similarities to AfC but is not an exact replica of that method.

The then EOC's interpretation of Section 1(5) is:

"This means the study must:

- *Be analytical;*
- *Have objectively assessed the value to be placed on the work performed;*
- *Have analysed both the claimant's and the comparator's jobs; and*
- *Have been carried out at the undertaking at which the claimant is employed.*

Provided the study meets these requirements, it will normally be conclusive as to the respective values placed on the two jobs."

General Overview of the Job Family and Allocation method

For clarity, we provide a set of working definitions of terminology in an appendix to this briefing.

JFA applies the following objective method principles:

Job information

- The JFA methodology uses generic descriptions of work in a well-established personnel management arrangement generally known as “Job Families”. There is no single format for Job Families in general use. The JFA variation has some key aspects:
 - A Job Family is a set of Role Profiles describing various levels and variations of work that share similar characteristics of purpose, responsibility and activity.
 - The generic ‘Role Profiles’ are not specific to named jobs.
 - A Job Family of Role Profiles are hierarchical and integrated between each other, describing variations in work complexities.
 - The Role Profile content describes various generic requirements in terms of inputs and anticipated outputs.
 - A Role Profile does not intend to contain specific technical detail of current procedures, duties, operating methods or named processes and / or equipment.

Job Evaluation

Each of the Role Profiles is formally and fully evaluated using an agreed job evaluation method, using all the scheme factors. Evaluations are carried out according to the organisation’s chosen process. This uses the Role Profile descriptions in the context of the structural and operating realities of the organisation.

Analysis

- The JFA objective and analytical methodology breaks down the job into elements under various headings:
 - Determining the appropriate Job Family.
 - Analysis of the content of the job using combinations of the underlying job evaluation scheme as interim analysis ‘tools’.
 - Applying the results from the interim tools to determine the allocation of the job under consideration into one of the Job Family Role Profiles.

Objective Assessment and Analysis

The JFA methodology guides the trained Allocator through a systematic process, testing the judgements throughout the process. The outcome is selection of a Role Profile, which has had its relative value or score formally evaluated by the chosen Job Evaluation method.

Individual jobs

- All jobs deemed to be in scope of the job evaluation study are assessed.
- All work undertaken by the organisation within the scope of the Job Evaluation study can be assigned to a Role Profile.
- Jobs which are deemed to be sufficiently close such that there is no material difference in content are grouped together and initially assessed as one entity into one Role Profile. Such grouping may be later divided if appropriate and sub-groups assessed separately.
- A job or group of like jobs allocated to a Role Profile will be separately evaluated from others jobs for the same Role profile for job evaluation factors relating to job working circumstances.

Delegation of process

- Job Evaluation of the Role Profile is centralised and in Wolverhampton has been undertaken in partnership with trained Trade Unionists and operational Managers.
- Job Evaluation of job variations for job working circumstances (JWC) factors (for example relating to physical effort, working conditions and hazards) are delegated to local management who are best placed to observe the actual JWCs.
- Allocation is undertaken at various levels of delegation, all within the controlling organisation body.
- The delegated Allocation team will be chosen to have sufficient personal knowledge of actual jobs in that organisational area and therefore not wholly reliant upon written information.
- As a matter of practicality, the Allocation team are likely to be the same people who evaluate the JWC factors. The two distinct assessments may therefore be carried out at a similar time.

The sections below describe the mechanics of preparing the JFA method and content.

Principles of Job Families

The preparation of job descriptions, job scores and pay and grading structures is a laborious project, constrained by a laudable but intense job evaluation process that often requires significant time and cost. There is recognition that work measurement techniques are coarse and resulting pay structures granular.

An alternative to the individual job approach is the use of Job Families to describe jobs. Job Families are a tried and tested approach to describing work across an organisation. They were initially introduced in the mid-eighties as a work measurement tool and extending simpler functional classification into systematic functional 'ladders'. Many instances of work measurement are based on grouping individual employees in a smaller number of jobs. The Role Profiles within a framework are an extension of this grouping of an organisation's work.

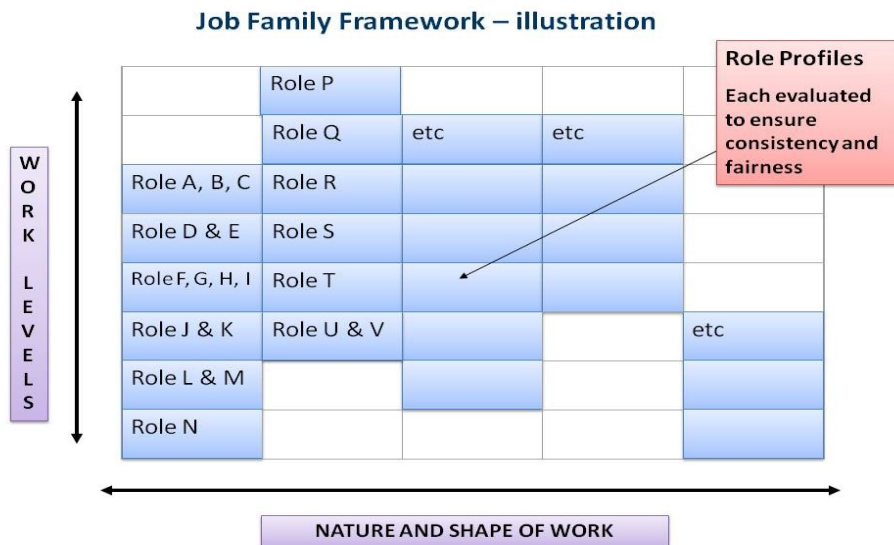
If a conventional organisation structure is built upon a number of functional ladders, a Job Family is more akin to a lattice or trellis. Advantage can then be taken of the integrated nature of Job Families to meet pay and grading requirements and to add further value for other people management practices. The result is a more effective, efficient and pragmatic outcome.

The Job Family approach is intended to cover the majority of (if not all) jobs. Thus the task of assessing many thousands of employees in, probably, over a thousand jobs is reduced to a manageable and cost effective exercise.

The Job Family Framework describes a range of roles grouped into a set of distinct families, with each family having a distinct set of identifying characteristics. Within each family there are a clear number of different levels of work that describe the contribution made, in the form of accountabilities, at each level. Each member of the Job Family Framework is described by a "Role Profile".

Each Role Profile usually fits into a perceived hierarchy (with some descriptions seen at similar levels), with the Role Profile describing the various requirements of the job in a structured format. A Role Profile contains the key aspects of a variety of like or similar roles, discarding the minor differences.

The descriptions acknowledge that there will be procedural and technical variations in performing the job, but that the core job content is the same and assessed as such. Therefore, the Role Profile makes no attempt to assemble a list of procedures, processes, duties, tasks or instructions, or a named list of branded equipment, software, locations.



A Job Family Framework usually has the following features:

- A prescribed number of defined families, describing the range of work carried out within a number of levels of work, directly or indirectly related to grades, 'bands' and pay range(s).
- Descriptions, Role Profiles, of the work requirements in each cell in the matrix.
- Each cell of the matrix may be a single description of a generic 'role' or a number of variations of a theme of that role.
- There are a different number of work levels between families.
- There will not be perfect alignment of starting and finishing work levels between Job Families.
- The description will / may contain information relating to:
 - Work content in terms of responsibilities;
 - Skills and knowledge requirements;
 - Organisational context of the role;
 - Behavioural characteristics – attitude; and
 - Performance measures.

The first three are prerequisites to the Role Profile, in line with conventional job descriptions and with a format aligned with the factor plan of the chosen job evaluation scheme. The latter three add value to personnel management activities such as performance management, selection, training and development.

Job Family Architecture

A working architecture for the Job Families is the key starting point.

- How much of the organisation will be covered?
- What are the natural work type groupings?
- Avoid or minimise replicating existing functions, departments and business units.

There is no single answer for the best number of families. It will depend upon the expanse of services provided by the organisation, the justification for a level of investment in a family and any specific organisation initiatives.

Typically, there are around three to fifteen families in the JFA method. Too few and the family description becomes too general; too many and the distinguishing characteristics become blurred.

The number of levels varies widely between families and organisations, depending on the scope of the family and the intended broadness of the resulting band or grade. Two to twelve or more levels might be anticipated.

Job Family examples:

- Operations
- Engineering
- Technical Services
- Regulation
- Business Support
- Commercial
- Sales
- Design
- Customer Services
- Leadership
- Administration and Clerical

In Wolverhampton the design of the families was undertaken through a two day workshop process with inputs from a breadth of senior operational managers and trade unionists. This framework was subject to formal ratification by the executive.

Developing the Job Family content

Each Job Family must be developed. This requires identification of distinct levels of work and a description of the content and its nature at each level. The family will identify progressive and perceptible changes between levels and the job evaluation method will need these distinctions to provide defensible evaluation judgements.

While actual jobs may be in mind during the profile development, the specific detail must be converted to the fundamental purpose of the role.

Role Profiles do not exist independently of each other. The organisational context of the family is important and is defined as part of the architecture and therefore needs less description in each profile.

The output from the range of Job Families is a number of Role Profiles that, ideally, are able to describe the full range of responsibilities and organisational context of jobs across the organisation.

Role Profile format

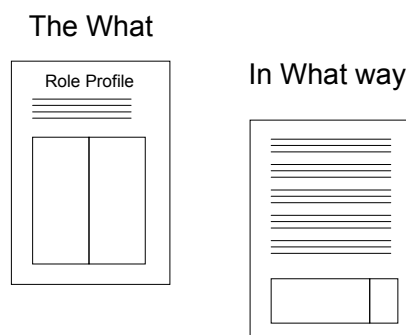
A Role Profile does not have a 'Job Title'. They are designated by a unique Job Family code, a working level number and suffix. The format of the Job Family Role Profiles is important. They are:

- Succinct ('two or three pages');
- Structured;
- Clear;
- Specific-job neutral; and
- Related to the job evaluation method.

And they should:

- Emphasise role content and outcome;
- Contain sufficient information; and
- Contain relevant information.

The format of the structured Role Profile can be considered as two pages.



The first 'page' of the profile describes the content of the job in terms of:

Purpose: a short description of what the role does in a very broad overview; and

Accountabilities or 'work area statements': a series of distinct short statements giving an activity and a number of expected outcomes from the activity. There are usually less than ten work area statements which can be given a descriptive heading.

There is no intention to describe the role in terms of operating detail, specific procedures, explicit duties or instructions. These may exist in order for the job holder to undertake the job in the required manner but are not required for job evaluation where judgements are made 'in the round' and not in detail. The day to day detail of the job does not disappear but becomes less of an emphasis in the organisation, control and description of work.

The second 'page' of the profile describes the nature and context of the role to permit job evaluation judgement against:

- The scheme factors;
- Any relevant measures, such as staff supervised, finances and equipment; and
- Information relating to equivalent qualifications requirements, work related knowledge and practical skills.

In Wolverhampton the role profiles were developed on a basis of:

- Reviewing wide selection of specific job information from the prior job analysis and JE work
- Comparing with similar profiles from other Councils
- Widespread consultative workshops with managers and Trade Union representatives
- Further collective review at the point of panel based evaluation

Job Families and Job Measurement

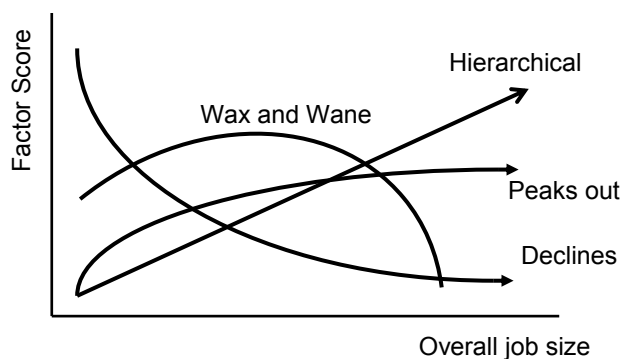
The Role Profiles are job evaluated in the same manner as individual job descriptions. The context of the organisation is important in testing the sense of the written job information and for providing a more general understanding of the nature, practice and constraints of the job.

However, the integrated nature of the families and profiles provide further advantage as patterns of evaluations will evolve and be subject to common sense. The role is evaluated using the information contained in the Role Profile by the chosen job evaluation method.

The various factors in the job evaluation scheme have identifiable aspects, some of which are especially relevant in an integrated set of Role Profiles. Various patterns emerge as the set of evaluations are developed. Some factors are entirely independent; others are, in practice, related to each other in the way that work is organised.

There is a pragmatic expectation that a requirement in one factor will have implications for the anticipated level in another factor. This is not a rule of job evaluation, simply a practical observation of the nature of work.

Patterns of Evaluations



Consistency and logic become more apparent and give the overall Job Family architecture credibility and soundness. Cross family comparisons are important and the development of local evaluation conventions extremely useful.

However, the greatest advantage of Job Families is the significantly lower number of evaluations to be undertaken.

This means that there is:

- A relatively short space of time to complete the project;
- Improved enthusiasm of evaluators;
- Improved consistency of evaluation;

- Significantly less administration; and
- Job information remains more robust.

Job evaluation under Single Status agreement

Extract from the National Joint Council (NJC) Single Status Agreement:

The 'Green Book'; Part Three

- *Although other job evaluation schemes are available for use by local authorities, the NJC believes that its scheme is the best available to meet the needs of local authorities. The Local Government Pay Commission in its report of October 2003 made the following recommendation in respect of the national scheme:*

"This presumption [that the NJC scheme will be used] should be retained but we also feel that more flexibility should be shown where the principles and safeguards which are found in the NJC scheme are demonstrably present in another scheme."

- *2.14 The Commission also recommended:*

"...there should be an onus on an employer proposing to use a scheme other than the jointly designed NJC scheme to demonstrate as far as is reasonably possible that it is fit for the purpose in terms of its ability to cover all the jobs concerned and in terms of conformity to equality principles in design and implementation. If this is done then union representatives should not oppose its use (or insist on NJC scheme) on those grounds." We recommend that the Unions should give appropriate advice to this effect to local representatives. Such advice would be in keeping with the agreement."

- *2.15 In light of this recommendation the Employers and Trade Unions confirmed in the 2004 Implementation Agreement Amended: Part 4.9 4.9.7 Circular 6: June 2005 that these principles should underpin the choice of scheme. It should also be noted that the EOC, in its evidence to the Commission, stated its belief that the NJC scheme "worked well" in local government.*
- *2.16 Where authorities are considering using other schemes they will need to ensure that the scheme meets the standards required for an equality-proofed job evaluation system as well as the principles of the NJC Scheme.*

It is therefore apparent that, within the broad constraints of the Equal Pay Act and associated case law, there is flexibility around the choice and design of the job evaluation scheme. There is no prescribed list of 'headings' or factors that must be used and it is quite feasible for the proprietary schemes to be modified (subject to owner approval) provided the modified scheme remains with the legal provisions.

An acceptable job evaluation scheme might be a variation of an existing scheme. This precedent has been set by the modifications made by COSLA to the NJC job evaluation scheme to produce the Scottish Councils' job evaluation scheme. (The

Police Staff Council has also modified the NJC scheme.)

Developing job evaluation conventions in Local Government

The bespoke designed job evaluation schemes for Local Government (GLPC, NJC and the Scottish derivative) specifically permit or encourage the development of 'local conventions'. Experience demonstrates that this is a necessity due to the diverse human interpretation of semantics and unspecified descriptive words such as 'large', 'significant', etc. Many such words are deployed throughout these schemes. They are usually configured into an implied rating scale.

Job Evaluation conventions have been developed by Ways HR Consulting for the various job evaluation schemes. The conventions are based on practical experience in the interpretation and, where appropriate, tangible examples of the pragmatic meaning of terms and factor levels are provided.

The job evaluation conventions are presented in the form of easy-to-use tables which both clarify the descriptions in the scheme but also provide an extension to work situations which require interpolation from the original. These further 'what if...' situations aid the consistency of application of the job evaluation scheme factors.

NJC guidance notes

"Relevant qualifications and training may, however, provide an indicator only of the type and level of Knowledge needed to perform the job duties properly. Jobholders need not necessarily hold such qualifications - they may have acquired an equivalent level of knowledge through some combination of relevant experience (work-related or acquired through voluntary activities or general life experience) and on- or off-the-job training."

The job evaluation conventions also provide a table of relationship between scheme levels for variants of the knowledge factor and UK national qualification schedules. The qualifications serve solely as a guide, accepting that actual individuals can gain personal capability through several routes, but also providing a base perspective and benchmark compatibility to well established jobs within and external to Local Government.

NJC guidance notes

"Word Processing/Typing Knowledge and Skills:

Knowledge of how to operate a typewriter or computer keyboard and of associated lay-out techniques or software packages should be assessed under the Knowledge factor.....

Driving or Operating Skills:

Knowledge of how to drive or operate a particular type of vehicle or plant should be assessed under the Knowledge factor.....”

The Ways HR Consulting job evaluation conventions can also provide a practical Skills Matrix justified by the NJC guidance. We consider the assessment of various skills to support the judgement of for example the Knowledge and Skills factor. This is additional material and provides a reference of well-known skills.

The standard Skills matrix provides a description for the levels of the factor for comprehension; numeracy; (ICT) information and communication technology (part of the National Curriculum); equipment operation; organisation processes knowledge; practical craft.

The particular job evaluation conventions developed are also applied in the JFA Toolkit to retain compatibility between the two aspects of the work measurement exercise.

In Wolverhampton the evaluation conventions have been agreed at the time of formal training of evaluators. The evaluations have been undertaken by these trained evaluators and the results subject to further quality control and moderation.

Job Family Allocation ©

The Job Family Allocation © (JFA) approach is a structured objective analytical process to allocate existing jobs to generic roles profiles.

Each actual job is directly analysed and allocated to a Role Profile which has a job evaluation score. There is no matching by association with an intermediate job. Jobs or various job titles may be grouped together as the same job for the purposes of the exercise, where it is accepted that they are agreed that they are the same work.

In Job Families, evaluation results have systematic patterns and the differentiating characteristics can be used for a foreshortened but analytical process, 'Job Family Allocation ©'. This is directly technically aligned with the underlying JE method.

The pattern of Role Profile evaluations will change with any organisation and Job Family framework. The patterns will also clearly vary between job evaluation schemes as different factors and the strength of factors impact upon the job evaluation outcomes. Therefore the JFA tools are specifically tailored for each organisation using the established principles.

JFA is not an alternative or hybrid job evaluation system: it can be clearly demonstrated that the fundamental and original job evaluation factors are all used to evaluate the Role Profiles, allocate actual jobs to Role Profiles and thereby establish Equal Value.

It is recognised that there may be several variants of the core Role Profiles with respect to some of the job evaluation factors. The generic nature of the Role Profiles does not lend itself to evaluating highly focused variants of what can be acknowledged to be the same core job.

In the allocation process, some of the factors are separated out from the evaluation of the Role Profile and individually evaluated for each employee or group of employees' job. There is no difference to the standard job evaluation factors in this part of the process.

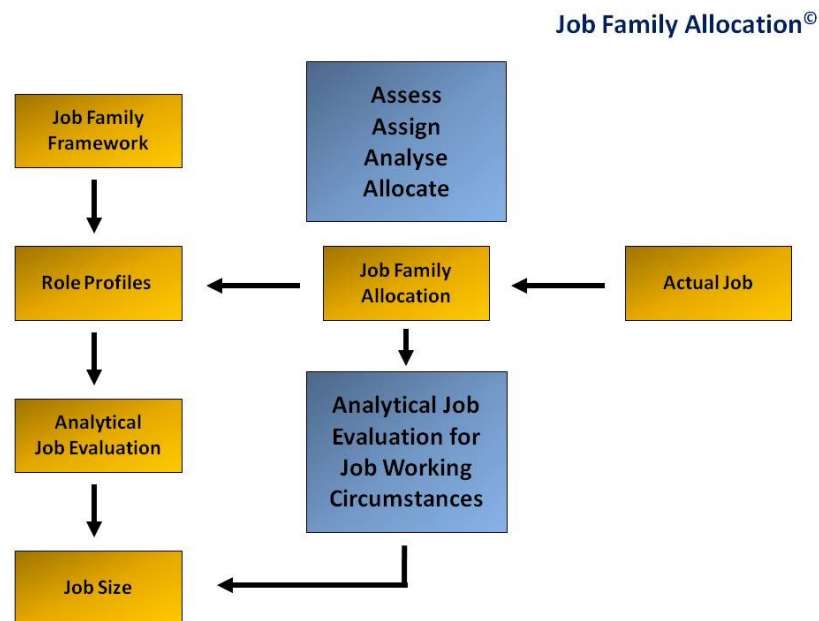
The variants within a particular Role Profile are frequently associated with the job working circumstances (JWC). Such working circumstance factors are usually concerned with physical effort, inherent distress issues, dexterity, physical conditions, weather, physical hazards and health hazards. These are defined by the particular JE schemes used by our clients.

Variations in the core role are evaluated locally. In practice many actual jobs do not have significant variations of this nature or can be grouped into highly populated and well established jobs. Thus there is a significant reduction in time to evaluate.

This is similar to the common delegated management practice of local variations concerned with working time, shifts and other allowances.

The benefit of speed and efficiency is achieved without compromising the requirement to assess fairly the content of the job.

Process description



The actual jobs are allocated directly to specific Role Profiles by a structured system using these straightforward steps: 'Assess, Assign, Analyse, Allocate.' This is done by trained local managers, who work with these jobs on an every-day basis. The training involves full consideration of equality and consistency issues.

The process utilises a series of sequential matrices to guide the 'allocators' to an appropriate Role Profile within the Job Family framework. A core job grade is then obtained which is defined by the pay structure design.

Assess and assign

This involves understanding the nature of the job to be allocated by examining the available information drawn from personal knowledge, written documentation and discussion with appropriate line management and staff. The job is then assigned to one of the Job Families by use of an analytical tool.

Each family has a clear description of the nature of work and the key characteristics defining the work content. The allocator will analyse and select the best match from the designed families.

There are likely to be jobs that may fit into more than one family. The Allocator will objectively analyse the most dominant features of the job using the appropriate allocation tool.

Each of the individual families has a limited set of defining characteristics concerning the nature of the work, the target internal / external customer and the skills and knowledge base. The target job will be assessed against these characteristics in a

systematic process.

Analyse

The JFA toolkit provides a number of analytical tools that directly utilise the job evaluation scheme factors. These tools are used to analyse the critical differentiating factors in each family. The tools are matrices that integrate job evaluation factors (or aspects of the factors) into an interim 'value'.

The combination of two job evaluation factors into a matrix produces greater consistency than achieved through individual assessment. The interim value is not a 'score', but an internal relativity. Generally two of the analytical tools are sufficient to determine the appropriate Role Profile, but may be supplemented by additional analyses to further differentiate adjacent Role Profiles. The specific tools will vary between job evaluation schemes and specific job family structures.

Allocate

The values obtained from the allocation tools will be used in combination to directly indicate, through a table, the appropriate Role Profile level for that Job Family. A colour coding system (Green, Amber and Red) indicates the acceptability of the combinations based on the actual job evaluation results for the Role Profiles for that family.

In Wolverhampton the correlation between the tools and the NJC factors is as follows-

Factor	Analysis
Knowledge	Knowledge factor tool
Mental	Process tool
Communications	Relationship Tool
Physical	Factor Tool
Initiative and Independence	Process tool
Physical	JWC score
Mental	Factor tool
Emotional	JWC score
People Well-being	Tangible resources
Supervision	Relationships tool
Financial Resources	Tangible resources
Physical Resources	Tangible resources
Working Conditions	JWC score

Through this three step process the target job will be allocated to a Job Family and a Role Profile within that family.

The Role Profile will have a job evaluation score, linked to a grade.

The allocated target job will therefore be deemed to have that same grade on a 'like

work' basis.

Variants to the Role Profile for job working circumstances factors

The Role Profile captures the primary content of the job. However, there will be variations of the same core role where there are differences in work demands, such as the physical environment, effort and safety. These variations are measured by the job evaluation scheme and must be considered.

Recognition of similar jobs working in different environments is taken into account in parallel using a further evaluation process, using the same job evaluation method factors. The integrity and completeness of the job evaluation scheme's factors is thereby maintained.

The practical choice is to have this job evaluation process done at the same time as the JFA, as the same managers are likely to be charged with the decisions and are well placed with their knowledge of the work context.

The scores assessed for these factors are then combined with the Role Profile core score to provide the overall score for the job.

Role Profile:	Score for core factors
Job Working Circumstances:	Score for JWC factors
Total Score:	Score for all factors

Conclusion

The Job Family and Allocation methodology provides a structured, objective and analytical system for the determination of Equal Value.

It can be demonstrated that the job evaluations of the Role Profiles enable the identification of systematic patterns in a Job Family hierarchy.

This allows the development of an analytical and objective method to use a restricted range of the job evaluation factors to robustly allocate a job to one of the Role Profiles written for the organisation.

The allocation of a job to a Role Profile establishes the grade of the job and the linkage to pay.

Definition of Terms

To help ensure a consistent understanding, please find definitions of our terms as follows:

Job Family

A group of jobs whose nature and purpose are similar

Job Family Framework (Job Families) characteristic

An approach to describing the nature of work across and within levels of an organisation, where the many members of the families are in an integrated structure.

Job

An identified establishment position or like positions with one or more incumbents.

Role Profile

A written description of a generic role within an organisation, which may be a member of a Job Family Framework.

Job Evaluation

A systematic process for defining the relative worth of jobs within an organisation.

Job Evaluation Factor

A chosen measure, of several, to determine the relative worth of a job.

Job Family Allocation

A systematic approach to determining the appropriate Role Profile within a Job Family Framework for a specific job.

Job Family Allocation Tool

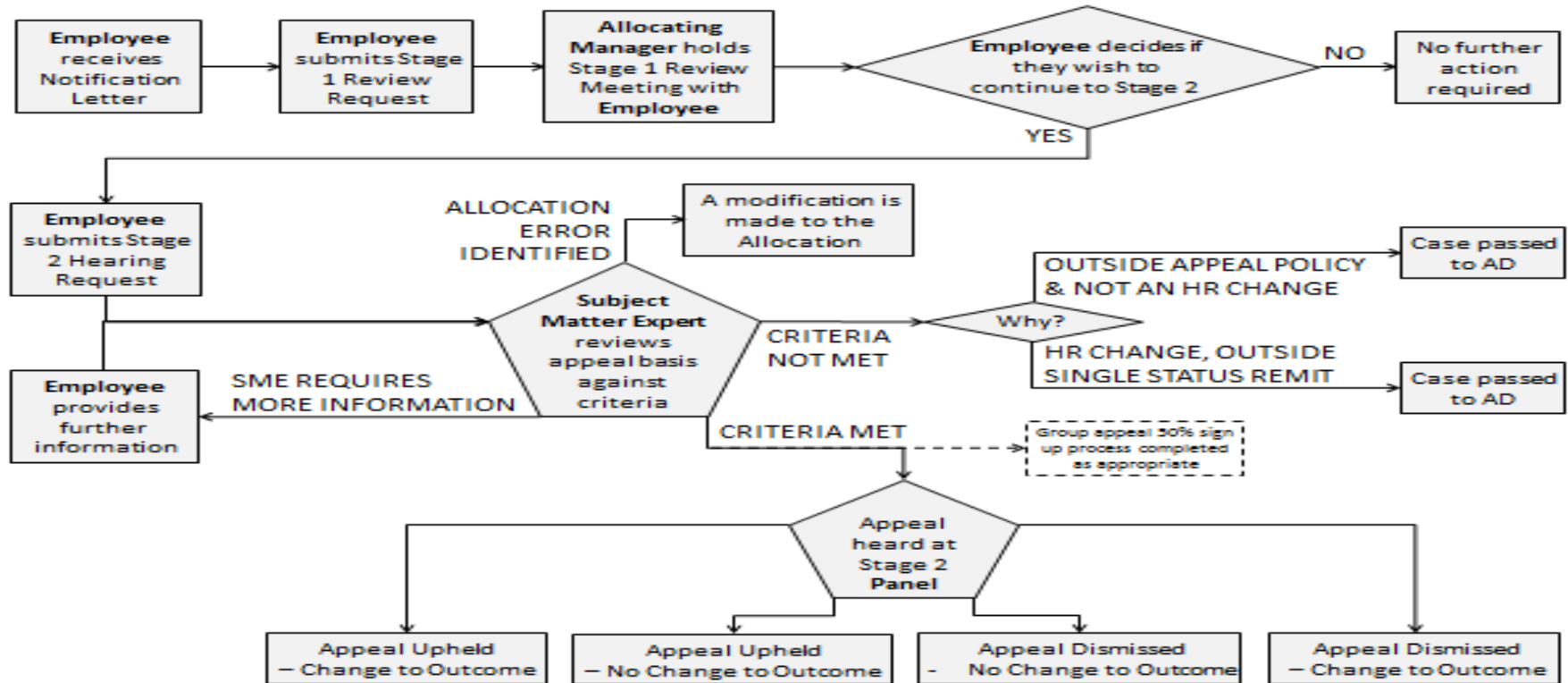
An analytical method, using one or more job evaluation factors, to produce an indicative level (value) for allocating a job to a Role Profile.

Job Family Matrix

An analytical matrix for a specific Job Family which guides the determination of the appropriate Role Profile, using the levels / values from the Job Family Allocation Tools.

Schedule B
Single Status Appeals Procedure

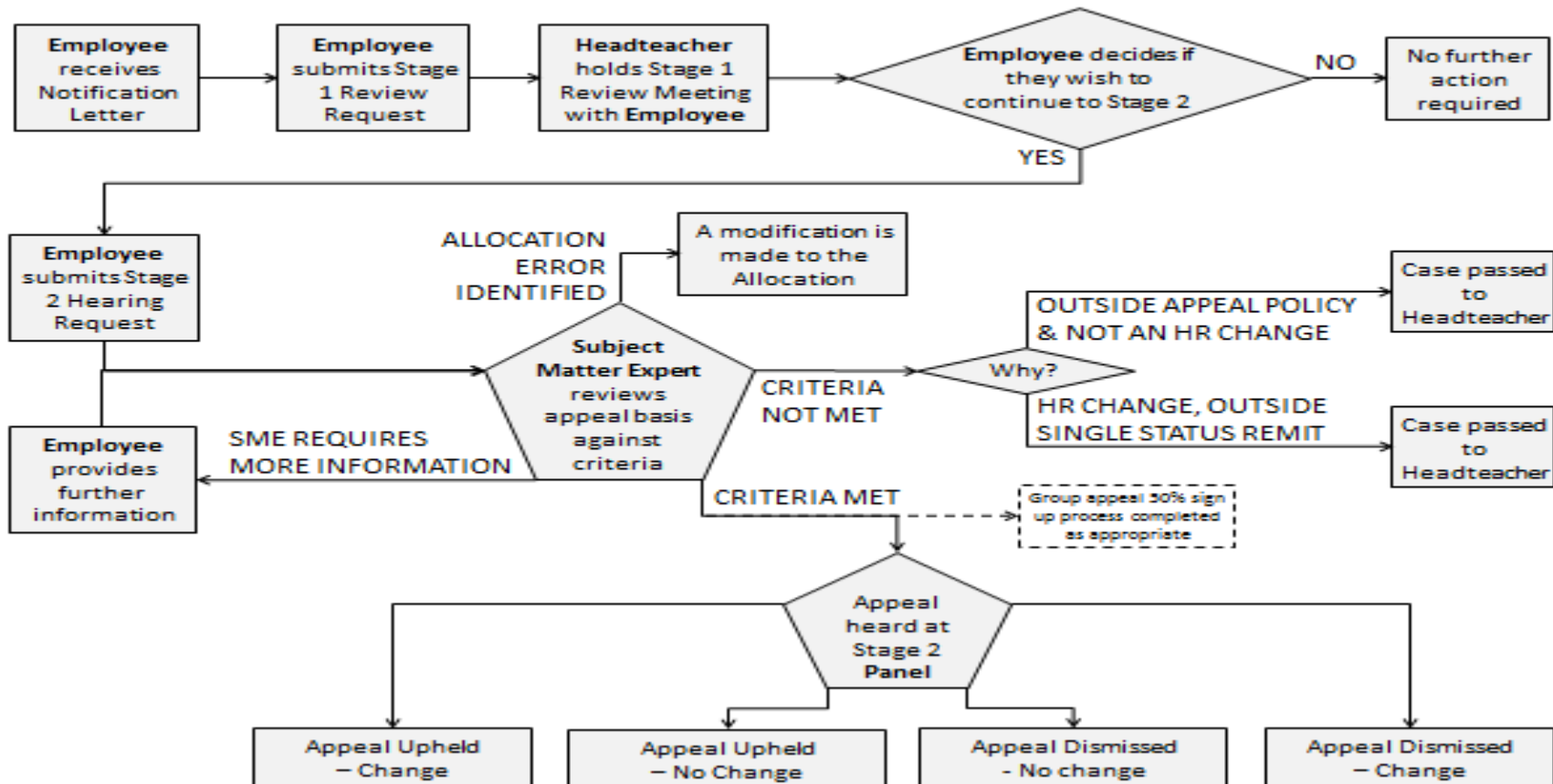
Appeals Policy Process Flow v1



Schedule C
Single Status Appeals Procedure for Schools Flowchart

Single Status Programme

Appeals Policy Process Flow v1



**WOLVERHAMPTON CITY COUNCIL
PAY AND REWARD POLICY**

1. Objectives of the Pay and Reward Policy

1.1 The Council needs a Pay and Reward Policy to provide the framework to ensure:

- a) We can attract and retain people with the skills and experience the Council needs.
- b) High levels of contribution are encouraged from all employees.
- c) There is a fair system of reward for all workers.
- d) The Council can implement effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements.
- e) The organisation can move towards new ways of working and more innovative working patterns.
- f) Corporate objectives are supported and achieved.

2. Context

2.1 A Pay and Reward Policy is highlighted in Wolverhampton City Council's People and Learning Strategy as making a contribution to enabling the Council to become a high performing organisation and to becoming an employer of choice.

2.2 Pay and Reward is one of the five strategic priorities of the 2010 Local Government Workforce Strategy refresh, which aims to support Councils in achieving the skilled, motivated, flexible and diverse workforces they need to deliver value for money services that make a difference to the communities they serve. The key priorities of the Workforce Strategy are reflected in this document.

3. Principles

- 3.1 Pay and Reward structures and practices will be designed to achieve the objectives set out above.
- 3.2 Wolverhampton City Council is committed to the principle of equal pay for all its employees. (The Equal Pay Policy is contained in Section 4).
- 3.3 Pay structures will be as open and transparent as possible, whilst respecting individuals' rights to have personal pay information treated as confidential.
- 3.4 Pay and reward structures will be underpinned by consultation with the workforce and recognised trade unions.
 - Whilst only 8% of staff in the recent survey said pay and benefits were one of the main reasons of working for Wolverhampton City Council, satisfaction with working hours (83%) and annual leave (82%) were two of the highest scoring factors.
- 3.5 The rates of pay for some representative roles across the council will be benchmarked against other public sector employers in the West Midlands.
- 3.6 The Council has chosen Job Family Allocation because it is a factor based analytical scheme designed to achieve a structured approach to designing pay and grading that is compliant with equal value requirements.
- 3.7 The NJC for Local Government Services' National Agreement on Pay and Conditions of service identifies that in order to fulfil a key objective of single status employment, fair and non-discriminatory grading structures are needed at local level to integrate former APT&C staff and former manual workers. Wolverhampton City Council signed up to this Agreement in 1997, to adopting its principles and where possible its detail, working in partnership with UNISON and other recognised Trade Unions.

4. Equal Pay Policy

- 4.1 As an equal opportunities employer Wolverhampton City Council is committed to the principle of equal pay and other contractual terms for all its employees.

The Council believes that its male and female workers should receive equal pay for like work, work rated as equivalent or work of equal value, and in order to achieve this will endeavour to maintain a pay system that is transparent, based on objective criteria and free from bias.

The Council understands that equal pay between men and women is a legal right under both domestic and European law.

4.2 It is in the interest of the organisation to ensure that a fair and just pay system exists. It is important that employees have confidence in the process of eliminating gender bias and the Council is therefore committed to working in partnership with the recognised trade unions to take action to ensure that we provide equal pay. We believe that in eliminating gender bias in our pay system we are sending a positive message to our employees and customers. We recognise that avoiding unfair discrimination will improve morale and enhance efficiency.

4.3 Our objectives are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay;
- Take appropriate remedial action.

4.4 We will:

- Plan and implement actions in partnership with trade union representatives;
- Provide training and guidance for those involved in determining pay;
- Inform employees of how these practices work and how their own pay is determined;
- Respond to grievances on equal pay as a priority;
- Monitor pay practices and statistics annually.
- Continually review all elements of pay to maintain the equality of the pay model.
- Ensure new jobs and jobs subject to change are subject to job allocation.

5. Market Forces Policy

5.1 Wolverhampton City Council adopted a Market Forces Supplements (MFS) policy in September 2002 and it has been refreshed for Single Status implementation.

5.2 Although the new single status pay model will be subject to salary benchmarking, there may well be occasions when the grading determined for a post through job allocation is insufficient to successfully recruit to or retain staff in particular posts because of market rates offered by other (public sector) employers locally, regionally or, in some cases, nationally. To address this it may be appropriate to pay a MFS as an additional payment on top of the Single Status basic salary to ensure that such a

post can be filled or the postholder retained. Such a supplement is lawful under the Equal Pay Act (1970/5) where there is evidence to justify that market factors are the 'material reason' for the post attracting a higher rate of pay than other similarly graded posts.

- 5.3 The first and most important principle of MFSs is that they should respond to the market in which they are determined. This allows the supplements to be removed or eliminated over a period and ensures that they are introduced for an identifiable and specific purpose and period.
- 5.4 The use of MFSs must be based on factual evidence and not simply used as an alternative to resolving other managerial issues. If MFSs are not based on market evidence, the Council will remain open to equal pay challenges.
- 5.5 In applying the MFS scheme, an agreed range of criteria must be followed:
 - Clear evidence of difficulties in recruiting or retaining must support applications. This will include advertising costs, numbers of applicants, brief and unbiased comment on calibre of applicants, results of interviews and identified shortfalls. In the case of retention, evidence of employees applying for the same kind of job elsewhere in the public sector must be provided.
 - A clear rationale must be outlined with each application for MFS that describes why a particular post is considered for MFS and what benefits the application of a MFS will bring.
 - The amount to be paid as a market supplement can only be changed (increased, decreased or removed) as a result of a formal review.
 - All applications will be limited to a three-year span, pay codes applied will cease payments after three years unless renewed authorisation is obtained
 - The supplement will be for a fixed amount based on market data evidence held corporately.
 - Market supplements will be superannuable and will be subject to normal deductions e.g. tax and national insurance.
 - All particulars, including employment contracts for such posts must identify market supplements as a distinct and separate element of pay and must state the duration and conditions of the supplement.
 - All staff holding posts in the same unique job group (as grouped together for allocation) must receive the same supplement on the same conditions. This does not apply to all jobs in the same role profile.

- 5.6 Under the policy a MFS may be paid for a temporary period of up to 3 years in addition to substantive pay and subject to normal statutory deductions. The supplement must relate to the post and not to the postholder.

6. Action as part of the Single Status Programme

- 6.1 One of the workstreams of the Single Status Programme has been established to produce an affordable, sustainable, equality proofed pay model that can be approved by Cabinet. The model will address any inequalities in the current pay and grading structure.
- 6.2 The pay model will encompass grades for all “green book” staff and those covered by the JNCs for Chief Executives and Chief Officers.
- 6.3 The Council is committed to dealing fairly with any claims for past pay inequality. Cabinet will determine whether to seek to defend or settle the equal pay claims submitted against the Authority.
- 6.4 A review of allowances, additional payments, bonuses and other supplementary payments will be undertaken to determine which, if any, should form part of pay post single status.
- 6.5 Cabinet will be asked to consider whether any form of pay protection is affordable post Redcar and Cleveland Borough Council v Bainbridge and Others. Where protected pay rates are in place which are not justified in equal pay terms or the operation of arrangements such as TUPE transfers, they will not be continued indefinitely.
- 6.6 Cabinet will also be asked to consider the effective implementation date for those who gain pay, that is to say should there be any backdating?
- 6.7 Each employee will have the opportunity to appeal against their job allocation by using the Job Allocation and Grading Appeal Policy and Procedure to be approved by Cabinet as part of the Single Status Implementation Agreement.
- 6.8 The Council may seek to make changes to some terms and conditions in order to divert more money into pay provision. This will be done through consultation and negotiation with recognised trade unions with a view to reaching a Collective Agreement.
- 6.9 All elements of pay will be readily and separately identifiable by the employee. Employees will have ready access to all relevant information about how their payment rewards have been determined.

- 6.10 All pay developments will be subject to internal or external audit scrutiny as appropriate.
- 6.11 The new Pay Model Z will be subject to an Equality Analysis and the results will form part of the report to Cabinet which recommends implementation.

7. Post Single Status

- 7.1 An ultimate aim of using Job Families – as agreed by Cabinet in January 2010 – is to gradually incorporate all jobs in the Council, currently employed under a range of different national agreements.
- 7.2 Pay and reward structures and practices will be subject to a programme of regular review and audit to ensure fitness for purpose and that they demonstrably follow the principles of equal pay for work of equal value. If any equal pay problems are identified, action plans will be put in hand to eliminate them.
- 7.3 Pay and rewards practices will be reviewed regularly to reflect changes in the labour market and in the way work is organised and carried out, such as changes resulting from technological developments and improved workforce flexibility.
- 7.4 Where substantial changes to job content occur, the jobs will be subject to reallocation. Employees will have the right of appeal against grading decisions.
- 7.5 The Council will be asked to consider the development of a total reward approach, including non-cash benefits for staff like personal development and flexible working.
- 7.6 The trade unions will be consulted about any proposals to change pay and rewards policies and practices.
- 7.7 The Council will respond to the recommendations in the Equality Analysis at Schedule F, which have not yet been addressed:
 - 7.7.1 Ensuring that there is objective justification when addressing harmonisation and changes to terms and conditions of employees
 - 7.7.2 The job allocation procedure will be reviewed prior to the implementation date for Single Status i.e. 1st April 2013.

7.7.3 An equal pay audit will be undertaken one year after implementation, to include all employees of the Council, not just those in scope of Single Status.