

Pay and Grading Policy

September 2016

DRAFT

Other formats are available.
Please call 01706 217777 or
visit our One Stop Shop at
Futures Park, Bacup.

اردو বাংলা



Responsible Section/Team	People and Policy Team	Version/Status	Final
Responsible Author	HR Manager	Date Agreed / Agreed At	JCC 22.09.16
Date last Amended	01.09.16	Due for Review	01.09.19

CONTENTS

	SUBJECT	PAGE
1	Introduction	3
2	Background	3
3	Remuneration	3
4	Applicable To	4
5	Grading Assessments	4 – 5
6	Job Evaluation Process	5 – 6
7	Salary Protection	6
8	Grading Appeal Procedure/Process	7 – 8
9	Monitoring and Review	8
10	Equality Considerations	9
Appendix A	Job Family Competency Matrix and Profiles	10 - 15
Appendix B	Job Evaluation Questionnaire	16 - 30
Appendix C	Job Evaluation Information Sheet	31 - 33
Appendix D	Job Description / Person Specification	34 – 37
Appendix E	Market Factor Supplement Policy	38 - 44

1. Introduction

The Pay and Grading Review undertaken for Council employees previously paid on APT&C and Manual Worker Terms and Conditions, was in response to two National Agreements called the Single Status Agreement, and the NJC Agreement. The 1997 Single Status Agreement which was agreed between Trade Unions and Employers at national level, required local authorities to harmonise former APT&C and Manual Worker employee groups under a single set of terms and conditions. This became a firm commitment when Trade Unions and Employees agreed the 2004 National Pay Agreement.

This procedure enables Rossendale Borough Council (the Council) to have a fair and transparent process for assessing levels of grades of posts. Where it is considered that there has been a significant and permanent change to the duties and responsibilities of a particular post or where there is the need to establish a new post, this procedure enables Council posts to be considered and amended where it is appropriate to do so.

This procedure ensures that the Council has a clear grading and appeals procedure which is based on the Job Evaluation Scheme and will assist the Council to meet its obligations as set out in the Equalities Act 2010.

The Council, as part of the initial Pay and Grading Review, committed to further development of the Job Evaluation Process for dealing with new and existing posts following implementation of the review.

The process will still require approval for any changes to structures through the Scheme of Delegation process and will involve corporate consideration of financial, legal and human resource implications.

2. Background

The Job Evaluation process was established and agreed in partnerships with the Trade Unions as part of the Pay and Grading Review. The Council has selected the GLPC (Greater London Provincial Council) (GLEA) Job Evaluation Scheme as the mechanism to assess the relative value of jobs. The Scheme consists of 8 factors and the process resulted in a series of point scores for each of the jobs evaluated. The resulting scores were then used as the basis for assimilation to the grading structure.

Collecting accurate job description information is a crucial part of the job evaluation process. And as such there may a requirement to complete a Job Evaluation Information Sheet (JEIS) which has been developed to be used as an integral part of the data gathering. Job descriptions and person specifications will also provide relevant information for job evaluations.

The People and Policy team will provide advice and guidance to Managers and staff on job evaluation processes and completion of the Job Evaluation Information Sheet.

3. Remuneration

In line with the Council's Pay Policy and the National Joint Council for Local Government Services – Pay and Conditions of Service, the Council will pay a minimum spinal column point which will equate to the Living Wage.

All remuneration above the minimum point will be made in accordance with the Council's Grading Structure. Progression through the grade occurs through the payment of an additional annual

increment on 1 April each year.

4. Applicable to

This procedure applies to all Rossendale Borough Council employees except those on an Apprentice or Work Placement Scheme and Senior Managers paid on Grade 9, that is, spinal column point 45 and above.

Officers paid at Grade 10 and above, that is spinal column point ? and above will be subject to job evaluation via the HAY Scheme and independently assessed and quality assured by Korn Ferry (formerly the HAY Group).

5. Grading Assessments

Grading Assessments may be undertaken through;

a. The requirement to review a post at least every 5 years as detailed in the initial Pay and Grading Review.

The Manager and/or People and Policy will identify posts which have not been reviewed since the initial job evaluation exercise in 2007 and arrange for them to be reassessed.

b. A management initiated restructure or review of the Service which results in the creation of a new post(s) or for a revision to an existing post.

A management initiated restructure or review could involve, creation of a new post where there is no existing evaluation which is the same or similar or revision to an existing post where there are significant changes to the duties and responsibilities. These responsibilities could be increased or reduced.

Where a new post is being created or an existing post revised, the Manager must provide the relevant documentation so that the post can be appropriately assessed in accordance with the agreed Job Evaluation methodology.

The documentation to be provided should include the signed Scheme of Delegation, job description and person specification and where a new post is being created the completion of a Job Evaluation Information Sheet.

Managers and Trade Unions, on behalf of their members, have the opportunity to comment on the proposed review during the Scheme of Delegation process.

c. An employee initiated request for the post to be reassessed in accordance with evidence provided, where the employee feels there has been a substantial change in duties and responsibilities.

An employee initiated request may be considered in accordance with the process if they consider that their job has changed significantly and a regular and permanent basis since the original evaluation was undertaken.

In the first instance, the employee is encouraged to discuss this with their Manager. This may be during the annual personal development review or at any time the employee feels there has been a substantial change to the duties and responsibilities of their post.

When making an application to the People and Policy team, the employee should complete a Job Evaluation Information Sheet. They should consider and provide information regarding the reason and basis on which they are submitting their application. Demonstrable evidence will need to be provided to support this along with confirmation from their Manager that they agree that the post has changed significantly.

The Manager will also need to provide supporting evidence that any potential increase in grade can be supported financially by the Service.

An assessment will be undertaken from the information provided by both employee and Manager and the outcome will be communicated to both employee and Manager. The employee will be informed of their right of appeal.

Where there is a change in grade resulting from the reassessment, this will be effective from the date on which the application was made, unless there is agreed evidence that this should be backdated and supported by the appropriate Service Director.

Where an employee is dissatisfied with the grade of their post, it should be noted that there may be circumstances or situations where particular duties and responsibilities of a post may vary from time to time without necessarily changing the general duties or levels of responsibility. Such variations may be a general occurrence and will not be considered as a justification for consideration of a reassessment.

It should also be noted that although there may be an agreement that some of the duties and responsibilities of the post have increased, this may not necessarily, in itself, support a change to the grading of the post.

Employees undertaking additional duties as a result of the absence of the substantive postholder will not be assessed under this policy but will instead be remunerated in accordance with the Honoria, Secondment and Act-Up Procedures.

6. Job Evaluation Process

Stage 1 - Newly Established and/or Changes to Existing Posts

Approval to establish a new post is requested via the Scheme of Delegation.

A job description and person specification and details of the service structure to assess the hierarchical level must be attached to the Scheme of Delegation form.

Once approval has been given to establish the post, a trained Job Evaluator from the People and Policy team, will evaluate the post and determine the grade. The initial provisional assessment will incorporate a Job Evaluator reviewing the documenting evidence against the Council's Job Family Competency Matrix - see Appendix A. This will establish a preliminary grade.

The evaluation will be based on the job description and person specification, and a discussion with the relevant Manager.

Where the Job Evaluator identifies that a similar post has already been through the job evaluation process, a comparison of the duties and responsibilities will be undertaken (see Stage 2).

Stage 2 - Existing Posts Comparisons

A Job Evaluator will assess if a similar post has already been subject to job evaluation within the organisation and where an evaluation is identified, a comparison will be undertaken of the duties and responsibilities. Further information will be sought, where required, to identify the actual requirements of the job, where these are not clear, to ensure that an accurate comparable match has been identified.

Details of the comparable match will be communicated to the nominated Moderator (Quality Assurance check) who will agree or decline the Job Evaluator's recommendation.

If the recommendation is declined, the Moderator will provide justification for their decision and the Job Evaluator will undertake a new job evaluation assessment.

Where an appropriate comparable match cannot be identified, a Job Evaluator will undertake an initial provisional assessment, documenting evidence taken from the Job Description;

Person Specification and Job Evaluation Questionnaire – see Appendix B or Job Evaluation Information Sheet – see Appendix C.

The initial provisional assessment will incorporate a Job Evaluator reviewing the documenting evidence against the Council's Job Family Competency Matrix – see Appendix A. This will establish a preliminary grade.

The Job Evaluator will also consider the impact of the newly established post on the duties and responsibilities of other posts in the team and will discuss any recommendations with the relevant Manager.

Stage 3 – Quality Assurance Checks/Moderation

An independent assessment will be undertaken which will include a comparison of the rank order with the evaluation of other jobs proximate either vertical or horizontal.

A nominated Moderator will ensure that all the duties and responsibilities of the post and the evidence provided has been 'captured' within the assessment. Where the consistency check identifies any discrepancies, i.e. identified by comparison with other similar jobs, these will be discussed with the Job Evaluator. Where there are no discrepancies identified, the outcome will be communicated to the appropriate Manager.

The results of any job evaluation will be shared with the Trade Union for information purposes only.

Stage 4 - Confirmation of Agreed Outcome

The decision of the nominated Moderator will be actioned. The People and Policy team will communicate the finalised grade of the post, and where necessary, re-distribute any revised documentation. This will include any Scheme of Delegation items or amendments to the Council's Authorised Establishment.

The People and Policy team will be responsible for recording Job Evaluation outcomes on the HR system and communicate the outcome to the Manager. Management would then assume responsibility for communicating the decision to employees (where applicable), and will provide the new documentation relating to any changes.

Where the outcome of the Job Evaluation Assessment results in the increase of the grade/salary of the post, this will be applied with immediate effect and will be applied at the bottom spinal column point of the appropriate grade. Where there is an overlap of spinal column points between the grades, an additional increment of one spinal column point will apply.

7. Salary Protection

Where the outcome of the Job Evaluation Assessment results in the reduction of the grade/salary of the post, salary protection will be applied for a period of 6 months, inclusive of contractual notice periods.

The revised protection arrangements apply to all staff and replace any previous protection arrangements that have been in place since the implementation of the Council's Pay and Grading Review.

The current arrangements in place for employees displaced through re-deployment will not be affected.

8. Market Factor Supplements

Dependent upon the job role, specialism or function, the Council competes within the local, regional and national labour markets in relation to the recruitment and retention of employees. The relevant labour market may include another local authority or elsewhere in the public or private sectors.

All established posts are job evaluated to determine the grade and pay. Where it can be justified, payment of a market supplement is a way of increasing the salary of a post where it is not competitive and therefore causes recruitment and retention difficulties. Market supplements are not linked to an individual's actual or anticipated performance within the role.

The People and Policy team will, on receipt of a request from a Manager to enhance the pay of a particular job by payment of a market factor supplement, ensure that this is applied in line with the current policy. See Appendix E.

9. Grading Appeal Procedure/Process

Employees have a right to submit an appeal against the outcome of the Job Evaluation Assessment.

Informal Stage

Staff will receive a letter advising them of the outcome of the Job Evaluation, confirming any change to grade/salary and the breakdown of the assessment of their post.

If an employee wishes to query the level for a specific factor(s), in the first instance they should speak to their Manager, a trained job evaluator in the People and Policy team or their local Trade Union Representative.

Final Stage

Having followed the Informal Stage, an employee will have the right to appeal against the level for a specific factor(s) following the job evaluation of their post.

They must write to the HR Manager within 10 working days of being given written confirmation of their grade/salary, stating the grounds for their appeal. The grounds for any appeal must be against the level for a specific factor(s).

The People and Policy Team will consider the grounds and prepare a written management response in relation to the factor levels.

Arrangements will be made for an Appeals Panel, comprising of the Chief Executive (or their nominated representative who does not have responsibility for the service area of the employee), a Service Manager and an independent Trade Union Representative to hear the appeal within 20 working days after receipt of the written appeal. The Appeal Panel will be provided with the written grounds for appeal submitted by the employee and the written management response prepared by the People and Policy Team.

The Appeals Panel will be advised by an officer from the People and Policy or Legal team who will advise on procedural matters relating to the Appeal process.

The employee will be given not less than 7 working days' notice in writing of the date of the Appeal Hearing.

The People and Policy team will arrange the exchange of papers to all relevant parties, within 5 working days prior to the Hearing date.

The employee may be accompanied at an Appeal Hearing by a Trade Union Representative or work colleague and should make their own arrangements accordingly. The companion may address the Hearing and advise the employee but they cannot answer questions on their behalf.

The Council may at its discretion, permit a companion who is not an employee or a Trade Union Representative (for example, a family member) to attend a meeting.

If the employee or their Trade Union Representative or work colleague is unable to attend the Hearing date, the employee can propose an alternative time and date for the Appeal Hearing which must take place within 7 working days of the original Hearing.

The Appeals Panel will consider the appellants submission together with the management response.

The employee will present their grounds for appeal at the Hearing and state their justification for this.

Members of the panel will have the opportunity to address the employee and any members of the Informal Stage of Appeal.

Members of the panel will adjourn the Hearing and will reconvene to either; clarify points in respect of the information provided or to provide the outcome of their decision.

The Appeals Panel shall have the right to provide one of the following outcomes;

- a. **Uphold the appeal** – where all the points made by the employee are evidenced and agreed, in which case the post will be re-assessed by the People and Policy team on the basis of the areas agreed and the outcome of the re-assessment will be applied. Where this results in a change to the grade of a post, any change in salary will be effective from the date of the claim
- b. **Partially uphold the appeal** - where some of the points made by the employee are evidenced and agreed, in which case only the relevant points will be re-assessed by the People and Policy team. Where this results in a change to the grade of a post, any change in salary will be effective from the date of the claim

- c. **Decline the appeal** – this would apply where the employee submission is not agreed. In this case no further action in respect of the evaluation process would be required

In the event of the Appeals Panel decision altering the grade, the People and Policy team will produce a Scheme of Delegation item to confirm the change and amend the authorised establishment.

The Panel will record its decision in writing and the People and Policy team will communicate this to the employee and the relevant Service Manager within 10 working days of the Hearing.

The decision of the Appeal Panel is final and there will be no further right of appeal. The Council will not accept further appeals from employees on grading matters where the procedure has been fully exhausted.

10. **Monitoring and Review**

The People and Policy team will be responsible for monitoring and administering the procedure.

The procedure will be reviewed on a 3 yearly basis and updated in light of any required changes which may be due to legislation or case law.

11. **Equality Considerations**

Service Managers are responsible for ensuring that they operate the policy in line with the Council's Equal Opportunities Policy to provide equality of opportunity for all employees.

The Council is committed to ensuring that no-one is discriminated against, disadvantaged or given preference, through membership of any group, particularly based on age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy or maternity. The policy will be equally applied to all employees irrespective of their background.

In addition, in line with the Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA) Part 3, the Council is committed to ensure that employees are not disadvantaged or discriminated against by virtue of their Trade Union membership in the application of this policy.

JOB FAMILY COMPETENCY MATRIX AND PROFILES

GRADE	ESSENTIAL REQUIREMENTS
10+	Strategic / Leadership / Statutory Officer / Risk / Financial / Professional / Professional Body
9	Professional / Professional Body / Statutory Officer / Supervision
8	Professional / Professional Body / Supervision
7	Professional / Para Professional / Professional Body / Supervision
6	Para Professional / Degree or willing to work towards / Proven experience
5	Technical / Professional / Degree or willing to work towards / Technical Admin / Supervision
4	Technical Admin Officer
3	Admin Officer
1 / 2	Admin Assistant

JOB FAMILY COMPETENCY PROFILES				
Grade	Spinal Column Point (SCP)	Essential Qualification Requirements	Office Based Competencies	Technical Competencies
1	Living Wage	NVQ 2 or equivalent or equivalent level of experience required. Experience of routine clerical tasks. Experience of Microsoft Office	Job requires working to set procedures with clearly defined rules, instructions and advice involving a limited range of tasks. Exchange of well-established information on non-contentious matters	Job requires working to set procedures with clearly defined rules, instructions and advice involving a limited range of tasks. Exchange of well-established information on non-contentious matters
2	12 – 17	Educated to GCSE standard. NVQ 2 or equivalent or equivalent level of experience required. Experience of a range of clerical tasks. Experience of Microsoft Office & ICT proficient in specific software packages as required	Job requires working to set procedures with clearly defined rules, instructions and advice involving a range of tasks with some requirement for problem solving. Exchange of well-established information occasionally dealing with non-straightforward issues	Job requires working to set procedures with clearly defined rules, instructions and advice involving a range of tasks with some requirement for problem solving. Exchange of well-established information occasionally dealing with non-straightforward issues
3	17 – 21	Educated to GCSE standard Grade C or above. NVQ 3 or equivalent or equivalent level of experience required or work specific appropriate level qualification e.g. AAT, Accounting. Experience of a wide range of administrative tasks. Experience of Microsoft Office & ICT proficient in specific software packages as required	Job requires working to set procedures with defined rules, instructions and advice involving a range of tasks with some requirement for problem solving. Exchange of well-established information dealing with non-straightforward issues occasionally requiring interpretation. Some responsibility for small items of equipment or financial resources	Job requires working to set procedures with defined rules, instructions and advice involving a range of tasks with some requirement for problem solving. Exchange of well-established information dealing with non-straightforward issues occasionally requiring interpretation. Some responsibility for equipment, vehicles or machinery and use of non-manual tools. There may be a need for moderate/substantial physical effort undertaken with exposure to all weather or disagreeable/unpleasant

				conditions
Grade	SCP	Essential Qualification Requirements	Office Based Competencies	Technical Competencies
4	21 – 24	GCSE standard Grade C or above. NVQ 3 or equivalent or equivalent level of experience required or work specific appropriate level qualification e.g. AAT, Accounting. Considerable experience of a wide range of administrative tasks. Experience of Microsoft Office & ICT proficient in specific software packages as required	Job requires working to set procedures with defined rules, instructions and advice involving a range of involved tasks with requirement for problem solving. Exchange of well-established information dealing with non-straightforward issues requiring interpretation and persuasion. Some responsibility for small items of equipment or financial resources	Job requires working to set procedures with defined rules, instructions and advice involving a range of involved tasks with requirement for problem solving. Exchange of well-established information dealing with non-straightforward issues requiring interpretation and persuasion. Some responsibility for equipment, vehicles or machinery and use of non-manual tools. There may be a need for moderate/substantial physical effort undertaken with exposure to all weather or disagreeable/unpleasant conditions
5	24 – 27	GCSE standard Grade B or above. Educated to 'A' level standard or equivalent in work specific qualification e.g. Business Studies, Computing. Considerable experience of a wide range of administrative tasks. Experience of Microsoft Office & ICT proficient in specific software packages as required. Managerial experience for staff/resources	Job requires working within recognised procedures, but with the ability to interpret and decide on required action. Ability to undertake involved tasks with responsibility for staff. Exchange of information requiring tact and persuasion resolving non-straightforward issues. Some responsibility for small items of equipment or financial resources	Job requires working within recognised procedures, but with the ability to interpret and decide on required action. Ability to undertake involved tasks with responsibility for staff. Exchange of information requiring tact and persuasion resolving non-straightforward issues. Responsibility for equipment, vehicles or machinery and use of non-manual tools. There may be a need for moderate/substantial physical effort undertaken with exposure to all weather or disagreeable/unpleasant

				conditions
Grade	SCP	Essential Qualification Requirements	Office Based Competencies	Technical Competencies
6	28 – 32	<p>Degree in relevant subject area or equivalent or working towards.</p> <p>Experience of developing, implementing and managing appropriate systems and procedures to support the service area.</p> <p>Managerial experience for staff/resources</p>	<p>Job requires working within recognised procedures, but with the ability to be creative and interpret and decide on required action.</p> <p>Ability to undertake involved tasks with responsibility for staff.</p> <p>Exchange of contentious or complex information requiring support, tact, persuasion and sensitivity.</p> <p>Responsibility for items of equipment and/or security of financial resources</p>	<p>Job requires working within recognised procedures, but with the ability to be creative and interpret and decide on required action. Ability to undertake involved tasks with responsibility for staff.</p> <p>Exchange of contentious or complex information requiring support, tact, persuasion and sensitivity.</p> <p>Responsibility for items of equipment, vehicles or machinery and/or security of financial resources</p>
7	32 – 38	<p>Degree in relevant subject area or equivalent.</p> <p>Member of relevant Professional Body.</p> <p>Substantive experience of developing, implementing and managing appropriate systems, policies and procedures to support the service area and management of staff/resources</p>	<p>Job requires interpretation of guidelines, legislation, national and/or local policies and procedures with innovative problem solving skills. Exchange of contentious or complex information requiring support, tact, persuasion and sensitivity.</p> <p>Responsibility for items of equipment and/or security of financial resources.</p> <p>Ability to undertake a variety of advanced tasks requiring detailed knowledge and skills.</p> <p>Responsibility for staff</p>	<p>Job requires interpretation of guidelines, legislation, national and/or local policies and procedures with innovative problem solving skills. Exchange of contentious or complex information requiring support, tact, persuasion and sensitivity. Responsibility for items of equipment and/or security of financial resources. Ability to undertake a variety of advanced tasks requiring detailed knowledge and skills. Responsibility for staff</p>

Grade	SCP	Essential Qualification Requirements	Office Based Competencies	Technical Competencies
8	39 – 44	<p>Degree in relevant subject area or equivalent. Member of relevant Professional Body. Significant experience of a wide range of processes including planning, developing, implementing an managing processes/systems</p>	<p>Job requires interpretation of guidelines, legislation, national and/or local policies and procedures with innovative problem solving skills. Exchange of contentious or complex information requiring support, tact, persuasion and sensitivity. Responsibility for items of equipment and/or security of financial resources. Ability to undertake a variety of advanced tasks requiring high level knowledge and skills with management responsibility covering a wide range of activities</p>	<p>Job requires interpretation of guidelines, legislation, national and/or local policies and procedures with innovative problem solving skills. Exchange of contentious or complex information requiring support, tact, persuasion and sensitivity. Responsibility for items of equipment and/or security of financial resources. Ability to undertake a variety of advanced tasks requiring high level knowledge and skills with management responsibility covering a wide range of activities</p>
9	45 - 49	<p>Degree in relevant subject area or equivalent. Member of relevant Professional Body. Leadership Officer with significant experience of a wide range of processes including planning, developing, implementing an managing processes/systems and shared responsibility for strategic decision making</p>	<p>Job requires creative and innovative skills requiring expertise in one or more of the Council's services. Regular exchange of contentious or complex information requiring a high degree of support, persuasion and advocacy. Responsibility for the safekeeping of items of equipment and/or security of high value financial resources. Ability to undertake a variety of advanced tasks requiring high level knowledge and skills with management responsibility covering a</p>	<p>Job requires creative and innovative skills requiring expertise in one or more of the Council's services. Regular exchange of contentious or complex information requiring a high degree of support, persuasion and advocacy. Responsibility for the safekeeping of items of equipment and/or security of high value financial resources. Ability to undertake a variety of advanced tasks requiring high level knowledge and skills with management responsibility covering a</p>

			wide range of activities at a strategic level	wide range of activities at a strategic level
Grade	SCP	Essential Qualification Requirements	Office Based Competencies	Technical Competencies
10+	49 - 53	<p>Degree in relevant subject area or equivalent.</p> <p>Member of relevant Professional Body. Senior Leadership Officer with significant experience of a wide range of processes including planning, developing, implementing an managing processes/systems and responsibility for strategic decision making</p>	<p>Job requires planning, co-ordination and management of groups of employees carrying out work across a range of major functions. Work will involve challenging situations on diverse subjects which have extensive policy or service implications. The job will have a continued responsibility for decision making in relation to Council policies, service practice and provision. The job required an advanced/high level of knowledge and skill in a range of specialist disciplines</p>	<p>Job requires planning, co-ordination and management of groups of employees carrying out work across a range of major functions. Work will involve challenging situations on diverse subjects which have extensive policy or service implications. The job will have a continued responsibility for decision making in relation to Council policies, service practice and provision. The job required an advanced/high level of knowledge and skill in a range of specialist disciplines</p>

**GLPC JOB EVALUATION SCHEME
POST HOLDER JOB EVALUATION QUESTIONNAIRE**

Name:

Job Title:

Pre-evaluation Grade:

Department:

Section:

Post No:

Responsible To:

CONTENTS AGREED BY:

Name of Post Holder:

Name of Post Holder's Manager:

Signature:

Signature:

Date:

Date:

INSTRUCTIONS

The purpose of this questionnaire is to record key information and job content to help in the evaluation of the post. The information should relate to the post and not to the person who occupies it at present.

The post holder should complete this form, ideally involving his/her Trade Union Representative and then agreed by the Manager.

If available, an up to date job description and an organisational structure chart should also be attached

MAIN PURPOSE / REASON FOR THE JOB:

Please describe in one or two sentences the overall purpose of the job.

DRAFT

MAIN RESPONSIBILITIES, DUTIES & TASKS: Please list main job areas showing average proportion of the time spent on each. (Unlikely to be more than six or so).

Please list your main duties:

Please identify how often each occur –
Daily, weekly, monthly, quarterly, or annually

1.

2.

3.

4.

5.

6.

Other.

DRAFT

1 Supervision / Management of People

This section records any direct responsibility the post has for the supervision or management of council employees or others

1.1 Council Employees – Full time responsibility

Indicate the number of employees directly supervised by the post. Indicate the level of authority (e.g. allocate work, instruct, direct, organise, training, appraisal, discipline). Indicate also where the supervision is shared with others. Direct supervision includes all employees managed by others for whom the post holder has line management responsibilities

Title and nature of the work carried out	Number*	Nature of Authority

1.2 *Numbers

If the numbers supervised vary throughout the year, please provide details of maximum and minimum numbers and timescales

1.3 Deputising

Does the post have any formal deputising responsibility for managing employees? If so please indicate the nature of the responsibility and how often it occurs. Indicate the number and type of staff affected.

1.4 Project Teams

Does the post lead any project teams? If so, indicate the type of project team, its composition and how long the post holder has this authority.

1.5 Contract staff / Agency Workers

Specify any responsibility that the post has for contract or agency workers. Indicate the number involved and the nature of the responsibility.

1.6 Location of Employees

Are the employees supervised / managed by the postholder based at the same place of work, or on different site(s) or are they mobile? How often would the manager be at the same location as the employees?

2 Creativity and Innovation

The extent to which the work requires innovation and imaginative responses to issues and in the resolution of problems.

2.1 Examples of Creativity / Innovation

Give examples of areas where the post requires creativity and innovation in for example design, specifications and tendering, counselling and caring, application of IT, policy development, interpersonal skills, written or spoken word.

2.2 Examples of Problem Solving

Give examples of typical problems / situations a post holder will need to resolve during the course of their work. Indicate how frequently each type of problem / situation is likely to occur

2.3 Guidelines, procedures and systems

To what extent is the work undertaken by the post determined or assisted by guidelines, procedures and systems? Indicate how:

3 Contacts and Relationships

The degree of personal contact and the nature of relationships with others required to carry out the job.

3.1 Nature of Contacts and Relationships

Describe contacts and relationships within the section or department, with other departments, the public, external groups and organisations, their purpose and frequency

WHO (e.g. work colleague, other department, client, suppliers etc)	Purpose of Contact (e.g. exchanging information, providing advice, providing care, formal training, negotiations etc)	Frequency (e.g. daily, weekly, etc)

3.2 Complex / Contentious Issues

Does the post have to communicate with contacts on matters of a complex and/or contentious nature? Please give examples and indicate how often these occur.

3.3 Representing the Council

Does the post represent or negotiate on behalf of the Council? Please identify the circumstances and how often this occurs

4 Decisions – Discretion

This factor looks at the decisions or recommendations that the post takes to achieve its outcome.

4.1 Decisions

Give examples of the most important decisions that your post requires. Record only those decisions which the post has authority to take.

Nature of Decision	Who it affects (e.g. your department/section, clients, other departments, service provision, Whole authority, corporate policy etc)	Guidelines / Limits (e.g. policies, procedures, working standards, regulations, guidelines, financial / operational limits)

4.2 Recommendations

Give example of the most important recommendations that the post is required to make

Nature of Recommendation and who it is given to (e.g. recommend change in procedure to Manager)	Who it affects (e.g. your department/section, clients, other departments, service provision, Whole authority, corporate policy etc)	Guidelines / Limits (e.g. policies, procedures, working standards, regulations, guidelines, financial / operational limits)

4.3 Availability of Advice / Guidance

Describe how advice on what may be the limit to decision making is available from the post's Manager, or other sources (e.g. rules, guidelines). Is this advice available all the time?

5 Decisions – Consequences

The impact of the decisions / recommendations taken.

5.1 Impact of Decisions / Recommendations

Identify the major consequences of any decisions or recommendations the post makes for clients, the public, other staff or the service

Type of Decision / Recommendation	Who it affects (e.g. your department/section, clients, other departments, service provision, Whole authority, corporate policy etc)	Scale of Impact (e.g. limited - short term, major – long term effect)

5.2 Implications of a decision by the post holder

If the post holder made a legitimate, but incorrect, decision, what would be the likely impact? Give potential examples below but exclude events that are highly unlikely to occur. For each example indicate how quickly the error would be identified and rectified.

6 Resources

Personal and identifiable accountability for physical and financial resources including those of clients.

6.1 Cash / Financial Resources

Is the post personally and identifiably accountable for the accurate handling / security of cash and cheques? If yes specify the average amount controlled at any one time and the nature of the accountability.

Average amount controlled at any one time	Nature of accountability Indicate whether this is continuous or shared with others. How often are these resources handled: daily, weekly, monthly etc?

6.2 Plant / Equipment

Is the post personally accountable for the proper use / safekeeping of plant / equipment?

If yes please indicate the type(s) of plant/equipment and the nature of the accountability.

Type of plant / equipment	Nature of accountability Indicate whether this is continuous or shared with others

6.3 Stocks / Materials

Is the post personally accountable for materials / items of stock? If yes please indicate the type and approximate value and the nature of accountability.

Type and approximate average value of materials / stock (held at any one time)	Nature of accountability Indicate whether this is continuous or shared with others

6.4 Data Systems

Is the post personally accountable for the use, manipulation and safekeeping of data systems whether manual or computerised? If yes please indicate the type of system(s) and the nature of the accountability.

Type of Data System	Nature of accountability Indicate whether this is continuous or shared with others

Please explain the importance of the data systems identified above to the Council's operations.

6.5 Buildings

Is the post personally accountable for the proper use and safe keeping of buildings? If yes please indicate the type of building(s) concerned and the nature of the accountability

Type of Building	Nature of accountability Indicate whether this is continuous or shared with others

7 Work Demands

The impact of deadlines, interruptions, changes in priorities and resource conflicts on the post.

7.1 Work Plan

How is the post's work planned?

7.2 Interruptions / Changes to the work plan

How often is the planned work of the post subject to interruptions and/or changes? Give examples, identifying the cause of the interruption and the frequency with which it occurs.

7.3 Deadlines

Is the work of the post subject to deadlines? If yes please give examples and the frequency with which they occur.

7.4 Conflicting Priorities / Resource Needs

Does the post have to RESOLVE situations where there are conflicting priorities / resource needs? If yes give examples of situations the post encounters and explain how the post resolves them. Indicate how frequently these situations occur.

8 Physical Demands

The amount and continuity of physical effort required to do the job.

8.1 Type and Frequency of Physical Demand

Please indicate the type, frequency and duration of any physically demanding activity that is a requirement of the post.

Type of Physically demanding activity (e.g. standing, walking, lifting, cleaning)	Frequency and duration (e.g. 2 hours every day)

8.2 Use of IT Equipment

Does the post require the use of IT equipment? If yes please indicate the nature and level of usage.

Nature of usage (e.g. spreadsheets, data entry)	Level of usage (e.g. 2 hours every day)

9 Working Conditions

9.1 Normal Place of Work

Indicate the post's normal place(s) of work (e.g. office, client's house, workshop etc). Where more than one place is specified please indicate the relative time spent in each.

9.2 Disagreeable Conditions

Is the post exposed to any disagreeable conditions (e.g. working outside, noise, dirt etc)?

If yes please indicate the type of condition below and the frequency and duration of exposure.

Nature of condition (e.g. noise, working outside)	Level of exposure (e.g. 2 hours every day)

10 Work Context

10.1 Potential Risk to Personal Health or Safety

Is there any potential risk to personal safety, illness, health? If yes please give examples stating who or what poses the potential risk and the frequency of exposure.

Nature of risk	Frequency of Exposure

If the post involves contact with the public or clients can the post holder call on the immediate support of other members of staff? Please give examples.

11 Knowledge and Skill

This factor measures knowledge and skills, in their broadest sense, in relation to the work or discipline required by any job covered by the Scheme, and which are necessary for the competent performance of the full duties and responsibilities of the job

11.1 Type of Knowledge and Skill

What type of knowledge and skill is required in order to perform the duties of the post? Indicate also the depth of knowledge/skill required in each.

These may include technical, professional, operational or specialist disciplines as well as caring, interpersonal, literacy and linguistic skills, diplomacy, sensitivity, tact, dexterity, numeracy, knowledge of equipment and machinery, operational techniques, concepts, theories, procedures, and communications and management skills.

Type of Knowledge / Skill	Depth of knowledge / skill (e.g. Basic knowledge, Working knowledge, council expert)

11.2 Most Important Areas of Knowledge

From the above list give the two/three most important. Please give specific work examples to explain what is delivered in the job by an effective application of these two or three types of knowledge/skill

11.3 Experience

Describe the type of experience required to do the job (e.g. domestic/non-work environment/voluntary work/academic work/other).

Job Evaluation Information Sheet

JOB TITLE	
Ref No	
Service	
Unit	
Team	
Responsible to	
Supervision/Management Number of staff responsible for, location of staff (dispersed)	
Creativity/Innovation e.g. if working within set guidelines and legislation, reviewing and implementing new local working practices and procedures.	
Contacts/ relationships e.g. extent of external contact (occasional or regular), information exchange or advisory capacity, complex or contentious issues	
Decisions-Discretion e.g. role within clear instructions or clear parameters, level of flexibility to make decisions within role, setting precedent, decision long term strategic importance .	

<p>Decisions – Consequences</p> <p>e.g. short term-decision noticeable within hours, noticeable and tangible change – specific case rather than whole service, long term impact on overall service.</p>	
<p>Resources</p> <p>e.g. petty cash, in receipt of cash or cheques, equipment (e.g. hand/power tools), RBC vehicle, corporate credit card, responsibility of building (specific if emergency call out), high value financial resources</p>	
<p>Work environment – Work Demands</p> <p>e.g. clear routine of tasks, programme of work changes (occasionally/regular/constant), Range of work programmes /tasks</p>	
<p>Work environment – Physical Demands</p> <p>e.g. physical demands</p>	
<p>Work environment – Working Conditions</p> <p>e.g. office based, site visits including nature and frequency of visit, etc</p>	
<p>Work environment – Context</p> <p>e.g. dealing with public with contentious issues, potential risk to personal health and safety, regular use of non- manual tools (specify)</p>	

Knowledge and Skills e.g. low skilled, NVQ level 3 or 3 years training required, technical professional qualification	
Other information to be considered	

Please indicate on the attached structure chart where this post will sit and identify reporting lines.

DRAFT

JOB DESCRIPTION

Rossendale Borough Council is actively pursuing equality of opportunities.
Applicants to job share are encouraged in respect of full-time posts.

Job Title	
Reference Number	
Directorate	
Service	
Team	
Grade	
Responsible To	
Responsible For	
Other	Are in accordance for the National Joint Council for Local Government Services

Job Purpose

To support the Council to achieve its vision that by 2018, Rossendale will have strong communities with an enhanced environment and heritage. It will be an attractive place to live where tourists visit and employers invest.

Core Values

This section of the job description sets out the specific responsibilities of the individual post holder and the services for which they are responsible. There is an expectation that those responsibilities are delivered in accordance with the Council's core values:

Customers Matter – Recognising the diversity of the council's customers and the importance of developing services that meet the needs of different customers. A willingness to go the extra mile.

Listening and Communicating – Consulting and listening to customers and staff, to improve understanding and decision-making. The ability to communicate in a number of different ways.

Loyalty – Building our reputation, trust and confidence. A positive attitude and pride in the Council.

Management of Performance – Remaining focused and delivering identified and measured outcomes. An understanding of the bigger picture and a willingness to go above what is expected.

Celebration of Success – Evaluating, learning and recognising what we have done well and applying lessons learned.

Main purpose of the job:

Main Duties and Responsibilities:

General Statement

The information contained in this job description is furnished to assist employees joining the council to understand and appreciate the work content of their post and the role they play in the organisation. However, the following points should be noted:

- Whilst every endeavour has been made to outline all the duties and responsibilities of the post, a document such as this does not permit every item to be specified in detail. Broad headings, therefore, may have been used, in which case all the usual associated routines are naturally included in the job description.

Health and Safety at Work

The Health and Safety at Work Act 1974 stipulates that it is the responsibility of every employee to observe all rules governing health and safety and such safety equipment as provided must be used.

Equal Opportunities and Accessibility

The Council is an Equal Opportunities Employer and has equal opportunities policies with which you are expected to comply at all times. The Council condemns all forms of harassment and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias.

Where appropriate the duties may be reviewed where an applicant is a disabled person, or an existing employee becomes unable to carry out the full range of duties due to a disability. This will be undertaken in line with the Council's equality duties set out in the Equality Act 2010.

Community Safety

Section 17 of the Crime and Disorder Act requires local authorities to consider the community safety implications of all their activities. Officers of the Council should have an awareness of community safety and consider any community safety implications within their own area of responsibility.

Absence

Applicants are asked to note that Rossendale Borough Council has a Management of Absence Policy and there is an expectation that employees attend work on a regular basis or with reasonable adjustments where applicable.

Performance Management

Where officers are responsible for the collection of performance information, including either national and local indicators, it is the officers responsibility to ensure that data is collected and calculated according to their statutory or local definition, and following the standards set out in the Council's Performance Management and Data Quality Strategy.

NOTE: This Job Description summarises the major responsibilities of the post. It is not intended to exclude other activities, nor future changes from the post holder's responsibilities.

PERSON SPECIFICATION

Job Title		
Reference Number		
Directorate		
Service		
Unit		
Grade		
Responsible To		
Responsible For		
	ESSENTIAL / DESIRABLE CRITERIA	TO BE IDENTIFIED BY: A/I/P/R/T*
QUALIFICATIONS		
[Insert relevant qualification] OR Educated to degree level or equivalent in a relevant subject		
EXPERIENCE		
Optional - Substantive experience of working in a customer focused role [insert specialism/area if necessary e.g. HR etc.]		
Experience of working in a public sector environment.		
Optional - Experience of leading, motivating and developing staff [insert specialist area].		
Optional - Experience of interpreting legislation, policy and guidance to contribute to the formulation of local policies and procedures that comply with national requirements.		

KNOWLEDGE SKILLS / ABILITIES		
Excellent written and verbal communication skills [expand if necessary e.g. report writing etc.]		
Excellent IT skills with a good working knowledge of Microsoft Office.		
Ability to input data using keyboard skills.		
Ability to use own initiative and organise and manage own workload to meet priorities with minimal supervision.		
Ability to work as part of a team.		
Commitment to developing and maintaining high levels of customer care.		
Ability to work under pressure to tight deadlines in an environment of conflicting priorities.		
Ability to work collaboratively with Senior Officers, Elected Members, Managers, staff, colleagues and partners.		
SPECIAL REQUIREMENTS		
Committed to a Principle and Practice of Equal Opportunities		
Applicants are asked to note that Rossendale Borough Council has a Management of Absence Policy and there is an expectation that employees attend work on a regular basis or with reasonable adjustments where applicable		
All New employees to Rossendale Borough Council are required to complete a 6 month probation		

THE COUNCIL HAS A NO SMOKING POLICY

***A – Application form**

I – Interview

P – Presentation

R – Written Report

T – Test

1 Policy Statement

It is essential that Rossendale Borough Council is able to attract and retain staff with the skills, knowledge and experience to meet its corporate objectives and priorities.

The Council is committed to single status in employment and seeks to ensure employees receive equal pay for work of equal value. However, the rates of pay for certain posts as determined by job evaluation may not be competitive in the relevant job market causing recruitment and retention difficulties. In these circumstances, it may be appropriate to consider payment of a market supplement, or to accelerate an individual through increments, where the appropriate documentary evidence can be provided.

2 Introduction

2.1 Employees are the Council's most valuable and important resource and the Council needs to maintain a workforce with the skills to deliver the priorities for the Borough. Specifically, there are improvement plans in place for a number of service areas and in order to deliver the improvement agenda the Council needs to:

2.1.1 build capacity to deliver and maintain high performance and customer satisfaction;

2.1.2 deliver a culture of continuous improvement;

2.1.3 ensure the skills and competency base of the workforce is highly developed to ensure the delivery of high performance services; and

2.1.4 meet the changing needs in service delivery.

2.2 Dependent upon the job role or specialism or function, the Council competes within the local, regional and national labour markets in relation to the recruitment and retention of employees. The relevant labour market may include another local authority or elsewhere in the public or private sectors.

2.3 All established posts are job evaluated to determine the grade and pay. Where it can be justified, payment of a market supplement is a way of increasing the salary of a post where it is not competitive and therefore causes recruitment and retention difficulties. Market supplements are not linked to an individual's actual or anticipated performance within the role.

3 Scope of the Policy

This policy covers prospective employees of Rossendale Borough Council (RBC) and existing employees. It includes staff recruited to established posts on a temporary basis.

4 Aims of the Policy

- 4.1 To ensure that the Council is able to attract and retain suitably skilled employees by offering competitive salaries.
- 4.2 To provide a fair and transparent system for considering payment of a market supplement where a recruitment and/or retention problem has been identified, which relates to a lack of competitiveness between the remuneration levels within the Council and the relevant labour market for the particular job role.
- 4.3 To ensure that the Council meets the requirements of equal pay legislation and is not discriminatory in applying a market supplement to a post.

5 Legal Framework

- 5.1 The Equal Opportunities Commission (EOC) recognises that an employer may wish to pay one group of workers more than another, even though their work is of equal value, because the 'going rate' for the job is higher. This may be due to geographical reasons or a skills shortage in one job as compared to another.

However, while the EOC accepts that in some circumstances market forces can provide a defence to an equal pay claim, the scope for using market forces as a basis for explaining the difference in pay between a man and a woman doing equal work is limited.

- 5.2 The appointing manager must be able to ~~demonstrate~~ **provide documentary evidence** that there are objectively justified grounds to enhance the pay of a particular job by the payment of a market supplement. This includes:
 - 5.2.1 demonstrating that there are recruitment and retention difficulties resulting in actual or foreseeable operational and/or organisational problems;
 - 5.2.2 demonstrating that these problems will be removed or lessened by paying a market supplement and that it will be subject to review as circumstances change;

- 5.2.3 demonstrating that the external market rate for the job is higher than the internal rate; and
- 5.2.4 ensuring that there is a valid comparison between the post concerned and the posts identified in other organisations, ie are they the same in terms of duties and responsibilities, and are there any differences in conditions of employment/overall reward package.

6 Procedure

6.1 Proposal to pay a market supplement

6.1.1 The appointing manager, in consultation with the ~~HR department~~ **People and Policy team**, must provide the following information:-

- 6.1.1.1 Recruitment
where available: the number of applications for a post; the number of candidates shortlisted; and the appropriateness of the media used;
- 6.1.1.2 Staff Turnover
where available, the staff turnover rate for the post and reasons for leaving stated on exit interview forms;
- 6.1.1.3 Impact
an outline of the operational problems caused by the recruitment and retention issues; how long the post has been vacant and the impact on the Service;
- 6.1.1.4 Options considered
whether the post could be redesigned. Consideration must be given to training and development of existing staff and establishing trainee posts, to address any recruitment difficulties or skills shortages; and
- 6.1.1.5 Market data
what appears to be the 'going rate' for the job. This can be obtained from job advertisements, survey data/pay databases and direct from other local authorities. Posts must be matched in terms of duties and responsibilities, and the terms and conditions and total reward package must be ascertained. Information should be provided for comparable posts in at least three relevant organisations.

The median remuneration level within the relevant labour market survey should be used as the indicator of the 'market rate' for the post.

- 6.1.2 Where it is an existing post, having obtained evidence, if the appointing manager wishes to pay a market supplement, they should complete a Scheme of Delegation form for approval by an Executive Director and the ~~Deputy~~ Chief Executive.
- 6.1.3 Where it is a new post, the above exercise can be conducted prior to the request for approval to establish a new post.
- 6.1.4 The payment should be set at a level to alleviate the recruitment/retention difficulties, but which is not excessive and can be justified in terms of the rates paid to the comparator jobs in the market place.
- 6.1.5 The value of the supplement will be the difference between the internal comparison and the market rate, as detailed above. It will be a specific amount.
- 6.1.6 Records must be maintained to demonstrate the purpose, justification and extent of any proposed supplement. These should be held by the ~~HR department~~ **People and Policy team**.

6.2 Making a payment

- 6.2.1 If a market supplement is applied to a particular post, it shall be applied to all current and new employees in that post.

For current employees, the increase would take effect the month after the review.

- 6.2.2 The ~~HR department~~ **People and Policy team** will provide to employees in a post which attracts a market supplement written confirmation detailing the basis for paying a market supplement, the amount of the payment, the effective date, the duration of the payment, arrangements for review and how any subsequent changes would be implemented. The postholder must agree to and sign for an amendment to their contract. This will state that if upon review there is no longer justification to pay a market supplement, that it will be withdrawn. ~~Three months'~~ **contractual** notice will be ~~given~~ **applied**.
- 6.2.3 If the postholder is promoted or appointed to another position which is not subject to a market supplement, the market supplement will cease with effect from the date of their commencement in the new position.

- 6.2.4 The market supplement will be subject to the annual pay award.
- 6.2.5 The amount of any market supplement should be clearly identified as a separate payment and not incorporated in the basic grade/rate of pay for the post. It will not alter the grade of the post determined by the job evaluation process.
- 6.2.6 Payments will be made on a pro-rata basis to the hours worked for staff working part-time in the post, based on the amount for full-time staff.
- 6.2.7 The payment will be subject to tax and national insurance contributions.
- 6.2.8 A market supplement forms part of an employee's contractual pay and is therefore pensionable. Therefore, employees would be required to pay pension contributions on the value of the market supplement if they are a member of the Local Government Pension Scheme.
- 6.2.9 The market supplement would be included in gross pay and will therefore be included in calculations for eg sick pay, maternity/paternity/adoption pay, holiday pay, overtime pay, redundancy pay, and when making any deductions.

6.3 Reviewing the payment of a market supplement

- 6.3.1 It is necessary to review the payment of a market supplement, in order to ensure that it continues to be justified and that the amount paid is still appropriate.
- 6.3.2 Market supplements are awarded to a post for a specified period of time. They will be reviewed ~~at least every two years,~~ **annually and will be time-limited for a period of up to 2 years (or for the duration of the appointment if shorter than 2 years) and subject to re-assessment.** ~~dependent upon the circumstances of the case.~~ **The manager must? Would this be P&P on review?** complete a Scheme of Delegation to obtain approval from an Executive Director and the ~~Deputy~~ Chief Executive to cease the market supplement.
- 6.3.3 If, subsequent to approval to pay or to continue to pay a market supplement for a post, a postholder leaves or an additional post is established, a review should take place, dependent upon the time which has elapsed since the approval was received. This will assess the need to continue to pay a market supplement or to vary the amount to be paid.

Where such a review leads to a decision to withdraw the market supplement, this will apply with immediate effect to vacant posts. Existing employees still within the guaranteed period of payment will be given **contractual** notice that it will cease ~~in three months~~ at the end of the guaranteed period.

- 6.3.4 If, subsequent to approval to pay or to continue to pay a market supplement for a post, ~~a post is regraded as a result of job evaluation, a review should be carried out to assess the need to continue to pay a market supplement or to vary the amount to be paid.~~ **a base grade changes as a result of job evaluation or appeal the market supplement will be assimilated into the pay adjustment.** Depending on the outcome, the ~~HR department~~ People and Policy team will write to the postholder(s) accordingly.

6.4 Responsibilities

- 6.4.1 It is the responsibility of the appointing manager to provide factual evidence to demonstrate the grounds to pay a market supplement.
- 6.4.2 The ~~HR department~~ **People and Policy team** will assist the appointing manager in gathering factual evidence.
- 6.4.3 Payment of any market supplement, and subsequent withdrawal, will be subject to approval by an Executive Director and the ~~Deputy~~ Chief Executive.
- 6.4.4 The ~~HR department~~ **People and Policy team** will confirm in writing to the employee the details in relation to payment of a market supplement at the point it is applied to the post and upon review.
- 6.4.5 The ~~HR department~~ **People and Policy team** will request that the appointing managers of posts which include a market supplement review the payment ~~two years~~ **annually** after the initial approval and at the time of future recruitment to the post.

6.5 General Points

- 6.5.1 The value of any agreed market supplement would be stated in any job advertisement.
- 6.5.2 Market supplements will be included as part of an employee's total salary when responding to e.g. mortgage application references. They will not be stated separately.
- 6.5.3 The cost of market supplements shall be met from the relevant Service area's budget.
- 6.5.4 Any member of staff wishing to appeal against a decision to withdraw a market supplement from their post will have the right to ~~a Stage One~~ an Appeal hearing ~~and a Final Appeal Hearing~~. They should write to the ~~Head of HR~~ **HR Manager** within seven calendar days of receipt of the decision, stating the grounds for their appeal. Arrangements will be made for the ~~Stage One~~ Appeal to be heard by the ~~Deputy~~ Chief Executive their representative and a Trade Union representative.

~~The Final Appeal will be heard by the Chief Executive, the Head of HR and a trade union representative. The decision of the Final Appeals Panel will be final and the member of staff will not have the right to raise a grievance. The member of staff may be accompanied at an appeal hearing by a trade union representative or work colleague.~~

7 Communication

This document will be held on the Council's intranet site and distributed to managers.

8 Monitoring and Review

The People and Policy team will be responsible for monitoring and administering the procedure.

The procedure will be reviewed on a 3 yearly basis and updated in light of any required changes which may be due to legislation or case law.

9 Related Documents

Equalities Strategy

Recruitment and Selection Policy