

Structures and Grades

Appendix 1

Draft One

Structures and Grades

For discussion – by Single Status Project
Group

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Structures and Grades

Topics	Questions to answer	Notes
Selecting and Installing a pay structure	<ul style="list-style-type: none"> ▪ Examine the reasons for change – don't change for the sake of it. Accept that there is good and bad for most structures and current system may have merits, which can be incorporated into any future system. ▪ Accept that there will be a cost both financially and in terms of resources. (Management and staff time, expert consultancy and of course pay costs) ▪ Carefully planned consultative approach. (could save time and misunderstanding) 'no quick fixes' ▪ How does the structure relate to the organisation ▪ What do we want the new structure to achieve? (i.e. just a pay structure or linked to competencies, appraisals and training. ▪ Ensure that there is not any direct or indirect gender discrimination. ▪ Some roles may need to be protected, for how long what type needs to be discussed- what do we do about current 'life protections' ▪ Keep it as simple as practicable ▪ Are we moving toward appraisal-linked 	

Structures and Grades

Topics	Questions to answer	Notes
	<p>structure? How will we measure performance?</p> <ul style="list-style-type: none"> ▪ Harmonisation of historic pay deals and incentives. ▪ Fit for purpose ▪ Look at business need now and in the future. I.e. unitary status ▪ Review and monitor the new structure 	
Job Evaluation		
JE team	To complete all evaluations by 31 st May 2007	Slippage may have occurred.
Appeals		
Grading and points appeals	A process needs to be defined as well as a decision made on what constitutes an appeal and what is an equal pay claim. This needs to be given out to staff again as the JE process comes to an end – probably just before the grades come out. The process can also be put on the intranet under JE documents and information. We need to be sure that the scoring is correct .	
Pay structures		
Basic Rate systems (flat rate) craft workers currently in OCH	<p>Advantages Easy to administer Costs are easy to forecast Can provide stability</p> <p>Disadvantages Need other incentive to boost motivation Pay does not vary in relation to achievements. Job</p>	

Structures and Grades

Topics	Questions to answer	Notes
	based <i>i.e. the rate for the job</i>	
Performance Related Pay A system related in whole or part to group or individual performance or profit including training	<p>Advantages Individual performance can be monitored and awarded. Can award high achievers</p> <p>Disadvantages Must have a robust appraisal system and evidence performance payments.</p>	
Enhance Pay System	<p>Advantages Can award high achievers '<i>future managers</i>' Can work with any pay other pay structure as an added incentive</p> <p>Disadvantages May create lowering of morale Must have a robust appraisal system and evidence performance payments.</p>	
National pay spine (incremental) current structure – <i>related to all employees excepting business managers, directors and craft workers.</i>	<p>Advantages Familiar to employees Employee retention Negotiation point for new starters</p> <p>Disadvantages Salaries may not match ability Start point dependant on negotiation power May keep unfulfilled staff in post</p>	
Pay Scales		Average of 4% increase overall nationally
Broad banded (<i>page 9</i>)	<p>Advantages Generally used in management and executive posts. Can be used for career development Supports lateral career moves Flexibility Can be used incrementally or fixed point (would enable</p>	

Structures and Grades

Topics	Questions to answer	Notes
	<p>craft workers to be on same scale) Can be used to support exceptional ability Can fit with family grades Fewer Grades Disadvantages Need a robust performance management system or this could fail. Need manager training May lack obvious structure (if this is important) Pay span can be as much as 50%</p>	
Family Structures (<i>page 11</i>)	<p>Advantages Same grade for same role throughout organisation Fits in with Job Evaluation Career grades Role profiles ie key responsibilities; knowledge and education; skills and experience; behaviours. Disadvantages Must have a robust appraisal system Large amount of negotiation to set up Employees may not want to be linked to other roles</p>	
Incremental 7 grade structure (<i>page 10</i>) - the higher the grade the longer it takes to get to maximum	<p>Advantages Fewer Grades Looks familiar to employees Fits with job evaluation Will support high achievement Structure Role profiles i.e. key responsibilities; knowledge and education; skills and experience; behaviours. Disadvantages Start point could depend on individual negotiation skills. Must have a robust appraisal system</p>	

Structures and Grades

Topics	Questions to answer	Notes
Present system (<i>page 12</i>)	<p>Advantages Familiar to employees Career Grades compatible Structure</p> <p>Disadvantages Start point could depend on individual negotiation skills and not skills to do the job Currently unsustainable to much overlap May appear that nothing has changed and create negative moral</p>	
Pay Protection		
Pay Protection – broken down into two parts part one is regarding salary part two pensions, however protection may include both.	<p>There are many different pay protection schemes the skill is to negotiate one that all parties are happy with</p> <p>Scheme one 3 years protection including red circling (cost of living and incremental)</p> <p>Scheme two 3 years protection no red circling (salary freeze)</p> <p>Scheme Three Pay protection for up to three years with scaled protection dependant on salary lose; (Salary freeze)</p> <p>1 years protection - 10-20% lose 2 Years protection - 21-40% lose 3 Years protection - Over 40%</p>	

Structures and Grades

Topics	Questions to answer	Notes
Pension Protection	<p>This can only be offered if a job has been regraded and rates of pay go down</p> <p>It does not apply if you chose to take a reduction; or if the change in pay is for a non pensionable element</p> <p>Employee must ask for the protections within one year of the change</p> <p>If the employee leaves within 10 years they can choose the final period i.e.</p> <p>Any one year of the last 5 years</p> <p>An annual average of ay 3 consecutive years within the last 13 ending on an anniversary date for the last day of service.</p>	
Pay allowances		
<p>Harmonisation of contract and non contract payments</p> <p>Need to look at these when looking at terms and conditions</p>	<p>Market Supplements</p> <p>Overtime contractual and non contractual</p> <p>Evening meeting (paid per session)</p> <p>Weekend on call (pink)</p> <p>Night payments (yellow)</p> <p>Call out evening</p> <p>Honorariums</p> <p>Productivity</p> <p>Low Pay Supplement</p> <p>Night nuisance (canact)</p> <p>Bonus (planning)</p> <p>Craft Workers</p>	
Back Pay	<p>We need to agree what we can afford to pay; some councils have had done this for 1 year or as we have, had a moratorium on regrades back to start date of Job Evaluation.</p>	<p>Costing for this will be a later exercise would recommend purchasing Link Modeller circa £16,000. This will give you full costings for years ahead.</p>
Equal Pay Claims	<p>Un quantified locally. We need to look at where we are at most risk.</p>	<p>Equal pay audit</p>

Structures and Grades

Topics	Questions to answer	Notes
	We will need to repeat the audit every 12-18 months to protect employees and the council	
Service based progression v competency based progression	In order that the structure fits, OCC needs to decide how it wants to take progression forward, this may in the first instance be a lot to think about; we do not need to change overnight just make sure that we create an environment that allows us to adapt and improve to future developments	
Change of Status	Unitary status is on the agenda and also what happens if we don't get it, there will be change of some sort	Later discussion
Vanguard	How do we complete JE and Single Status with Vanguard in Business Units.	Changing of roles may complicate the JE process.

Structures and Grades

Broad banding

Grade	SCP	SALARY	Guage points
A	4	11,193	170 -200
B1	5	11,454	201-289
B2	6	11,619	201-289
B3	7	11,994	201-289
C1	8	12,372	290-320
C2	9	12,747	290-320
C3	10	13,014	290-320
C4	11	13,854	290-320
C5	12	14,142	290-320
C6	13	14,523	290-320
C7	14	14,787	290-320
C8	15	15,096	290-320
C9	16	15,459	290-320
C10	17	15,825	290-320
D1	18	16,137	321- 400
D2	19	16,740	321- 400
D3	20	17,352	321- 400
D4	21	17,985	321- 400
D5	22	18,450	321- 400
D6	23	18,993	321- 400
D7	24	19,614	321- 400
D8	25	20,235	321- 400
D9	26	20,895	321- 400
D10	27	21,588	321- 400
D11	28	22,293	321- 400
E1	29	23,175	401-550
E2	30	23,952	401-550
E3	31	24,708	401-550
E4	32	25,437	401-550
E5	33	26,187	401-550
E6	34	26,928	401-550
E7	35	27,492	401-550
E8	36	28,221	401-550
E9	37	29,010	401-550
E10	38	29,859	401-550
F1	39	30,843	551-630
F2	40	31,653	551-630
F3	41	32,487	551-630
F4	42	33,315	551-630
F5	43	34,146	551-630
F6	44	34,986	551-630
F7	45	35,772	551-630
F8	46	36,636	551-630
F9	47	37,476	551-630
G1	48	38,310	631 +
G2	49	39,132	631 +
G3	50	39,969	631 +
G4	51	40,803	631 +
G5	52	41,652	631 +
G6	53	42,498	631 +

Structures and Grades

SCP	SALARY			Guage Points
4	11,193	11193		170 -200
5	11,454	11454	Grade one	201-289
6	11,619	11619		201-289
7	11,994	11994	11994	201-289
8	12,372	12372	12372	Grade Two 290-320
9	12,747		12747	290-320
10	13,014		13014	290-320
11	13,854		13854	290-320
12	14,142	14142	14142	290-320
13	14,523	14523	14523	290-320
14	14,787	14787		290-320
15	15,096	15096	Grade Three	290-320
16	15,459	15459		290-320
17	15,825	15825		321- 400
18	16,137	16137		321- 400
19	16,740	16740		321- 400
20	17,352	17352	17352	321- 400
21	17,985	17985	17985	321- 400
22	18,450		18450	Grade Four 321- 400
23	18,993		18993	321- 400
24	19,614		19614	321- 400
25	20,235		20235	321- 400
26	20,895		20895	321- 400
27	21,588	21,588	21588	321- 400
28	22,293	22,293	22293	321- 400
29	23,175	23,175		401-550
30	23,952	23,952	Grade Five	401-550
31	24,708	24,708		401-550
32	25,437	25,437		401-550
33	26,187	26,187		401-550
34	26,928	26,928		401-550
35	27,492	27,492	27492	401-550
36	28,221	28,221	28221	Grade Six 401-550
37	29,010		29010	401-550
38	29,859		29859	401-550
39	30,843		30843	551-630
40	31,653		31653	551-630
41	32,487	32,487	32487	551-630
42	33,315	33,315	33315	551-630
43	34,146	34,146		551-630
44	34,986	34,986		551-630
45	35,772	35,772	Grade Seven	551-630
46	36,636	36,636		551-630
47	37,476	37,476		551-630
48	38,310	38,310		631 +
49	39,132	39,132		631 +
50	39,969	39,969		631 +
51	40,803	40,803		631 +
52	41,652	41,652		631 +
53	42,498	42,498		631 +

Structures and Grades

Family Structure

Grades	Level one	Level Two	Level Three	
One	Entry level	no budget or staff		
Two	Skilled Performance			
Three	Expert Performance Zone	Entry Zone	Team leader	
Four		Skilled Performance		
Five		Expert Performance Zone	Entry Zone	Manager with budget or staff
Six			Skilled Performance	
Seven			Expert Performance Zone	

Structures and Grades

SCP	SALARY	GRADES	PO Grades	Current Grade	Structure
4	11,193	11,193		PO11	
5	11,454	11,454	33	26,187	26,187
6	11,619	11,619	34	26,928	26,928 PO13
7	11,994	11,994	35	27,492	27,492
8	12,372	12,372	36	28,221	28,221
9	12,747	12,747	37	29,010	29,010 PO16
10	13,014	13,014	38	29,859	29,859
11	13,854	13,854	39	30,843	30,843 PO18
12	14,142	14,142	40	31,653	31,653 PO21
13	14,523	14,523	41	32,487	32,487 PO22
14	14,787	14,787	42	33,315	33,315 PO23
15	15,096	15,096	43	34,146	34,146 PO24
16	15,459	15,459	44	34,986	34,986 PO25
17	15,825	15,825	45	35,772	35,772 PO26
18	16,137	16,137	46	36,636	36,636
19	16,740	16,740	47	37,476	37,476 PO28
20	17,352	17,352	48	38,310	38,310
21	17,985	17,985	49	39,132	39,132 PO30
22	18,450	18,450	50	39,969	39,969
23	18,993	18,993	51	40,803	40,803
24	19,614	19,614	52	41,652	41,652
25	20,235	20,235	53	42,498	42,498
26	20,895	20,895			
27	21,588	21,588			
28	22,293	22,293			
29	23,175	23,175			
30	23,952	23,952			
31	24,708	24,708			
32	25,437	25,437			
33	26,187	26,187			
34	26,928	26,928			

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