

**APPLICATION OF PAY AND GRADING
ARRANGEMENTS**

(NON-TEACHING STAFF)

MANAGER'S GUIDANCE



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APPLICATION OF PAY AND GRADING ARRANGEMENTS (NON-TEACHING STAFF)

MANAGER'S GUIDANCE

1. GENERAL PRINCIPLES

- 1.1 The council's Policy on Equality in Employment and Service Provision sets out the organisation's commitment to eliminate discrimination and promote equality of opportunity. A key consideration in meeting that commitment is the need to ensure that the council's pay, grading and benefit arrangements are transparent, based on objective criteria and free from unfair bias.
- 1.2 This guidance document applies to all staff paid with reference to the council's 14 band pay structure which can be found on [MyToolkit](#). Posts are graded in accordance with the principles of the [Scottish Councils Job Evaluation Scheme](#) and that process is undertaken by Human Resources.
- 1.3 To ensure consistency and equality across the council, the salary placing of employees onto the appropriate pay bands and the application of any other additional or temporary payments will be undertaken in accordance with the guidelines set out in this document.

2. PERMANENT PAY ARRANGEMENTS

2.1 Salary Placing on Appointment/Promotion

- 2.1.1 Newly appointed/promoted staff will start on the bottom spinal column point (SCP) of the pay scale for their post. In exceptional circumstances, where staff have previous relevant experience this may justify placement on a higher spinal column point. Guidance on how previous relevant experience may be taken into account is provided in section 2.3 of this document.
- 2.1.2 If an appointee accepts the offer of a new post which has an equivalent salary banding to that of their current post, the employee will transfer on their existing spinal column point.

2.2 Pay Progression

- 2.2.1 Within each pay band there are a number of incremental points to allow pay progression in post. Annual increments will be payable on 1st April each year, provided an employee has not less than six month's service in the pay band.
- 2.2.2 If an employee has less than six months' service in the pay band by 1st April in any year, they will receive their first increment with effect from the day following the completion of six months service after their appointment, promotion or re-grading. Thereafter, they will receive an increment on 1st April each year where applicable.

2.3 Assessing Previous Relevant Experience/Roles

- 2.3.1 In assessing whether previous experience is relevant in determining initial salary placing, the manager should assess the breadth and depth of experience gained in an equivalent role or a role that utilises transferable

knowledge and skills. Any previous experience must clearly relate to the requirements of the person specification for the role

2.3.2 When making this assessment the manager should draw from the information provided by the employee during the recruitment process (i.e. application form and interview) and give consideration to the following factors;

- How the previous experience relates to the person specification for the current role
- The depth of experience the employee has gained in previous role(s). For example if the experience relates to the management of budgets did the employee previously have full responsibility for the management of budgets or only a part of this process
- The length of experience the employee has gained in previous role(s)

2.3.3 To ensure consistency, managers should seek advice from a Senior Human Resources Business Adviser when assessing previous experience for the purposes of determining salary placing. Following these discussions, the manager should complete the Application for Recognition of Relevant Experience pro forma (Appendix 2) and submit this to the HR Operations Manager for sign off.

2.3.4 Any decision likely to have a wider impact across a profession or service may only be taken by the relevant Head of Service in consultation with the Head of Corporate Services.

3. TEMPORARY PAY ARRANGEMENTS

3.1 Temporary pay arrangements that can be put in place are as follows;

- Payment for Acting-up Appointments
- Payment for Higher Duties
- Payment during Secondment

3.2 Acting Up Appointments

3.2.1 'Acting up' refers to an arrangement whereby an employee undertakes the full range of duties of a post at a higher grade than their substantive post for a temporary, pre-determined period.

3.2.2 Payment for acting up appointments is determined in the same manner as salary placing on promotion (see Section 2.1).

3.3 Higher Duties

3.3.1 Where, in addition to the duties of their substantive post, an employee undertakes additional duties that have been evaluated at a higher level than their substantive post this is classified as undertaking 'higher duties'.

3.3.2 Payment for higher duties will be made as an allowance and not an increase to salary. When calculating temporary payments for higher duties the following process should be followed:

- Identify the job within the service at which level the employee will be undertaking additional duties.
- Determine the % of time that the employee will spend undertaking the additional duties.

3.3.3 Once the above have been identified the calculation below should be used to determine the appropriate level of allowance.

Job undertaking additional duties	Salary Band	Jobholder Salary
Administrative Assistant	E	£20,816

Job with equivalent level duties	Salary Band	Salary Min & Max
Admin Team Leader	F	£23,444 - £26,410

Jobholder Salary	1st Point Comparative Band	Higher Duties Payment (Difference)
£20,816	£23,444	£2,628

Higher Duties Payment (Difference)	% Of higher duties undertaken by Jobholder	Higher Duties Allowance
£2,628	25%	£657

3.4 Selection & Appointment Process for Acting Up and Higher Duties

- 3.4.1 Acting up appointments will normally only be made in respect of continuous periods exceeding 4 weeks for reasons other than absence due to annual leave. Any requests to alter this timescale must be reviewed and agreed by HR.
- 3.4.2 It is recognised that in some cases employees will be able to fulfil the full remit of an acting up/higher duties from day one however in other cases this will not be possible due to the extent of the remit of the role. Where an employee can reasonably be expected to carry out the full remit of the additional duties from day one then there will be no requirement for the acting up/higher duties to be in place for a continuous period in excess of 4 weeks. Examples of such roles would include Operatives undertaking additional driving duties or Assistant Cook's covering supervisory roles for short periods of time.
- 3.4.3 In determining whether acting up is a feasible option, the availability of employees within the immediate service area/unit with the necessary skills and/or the anticipated duration of the period of cover required will be relevant considerations. Managers should ensure that appropriate workforce planning arrangements are in place within their service to identify development needs within their workforce.
- 3.4.4 Where the need for operational cover is likely to extend beyond 6 months or where there are no suitable candidates to act up, it will normally be more appropriate to advertise the vacancy as a temporary post either internally within the council or externally as necessary.

- 3.4.5 The recruiting manager should ensure that there is a fair and transparent process for deciding who should be granted the opportunity to undertake an acting up role. All employees concerned will be invited to register their interest within a specified timescale.
- 3.4.6 If more than one employee expresses an interest, the appropriate manager and at least one other suitably qualified manager should shortlist applicants for interview. In accordance with the general principles of the council's [Recruitment and Selection Policy](#), the person who is appointed will be the person who most closely meets the requirements of the role.
- 3.4.7 If more than one candidate fully meets the job requirements, the decision may be made to apportion the duties between the successful applicants.

3.5 Secondments

- 3.5.1 A secondment arrangement is the temporary transfer of an employee between service areas/services or out with the council to a partner organisation.
- 3.5.2 Pay for secondments within the council are set in the same way as pay on appointment/promotion (see Section 2.1).
- 3.5.3 Where an employee is seconded to an external organisation the contract of employment is between the employee and the external organisation and the rate of pay will therefore be determined by the employing organisation.

3.6 Review of Temporary Pay Arrangements

- 3.6.1 All temporary pay arrangements should be implemented for a clearly defined period of time with a clear start and end date.
- 3.6.2 At least one month in advance of the scheduled end date the manager should review the ongoing need for the temporary arrangements. Where these arrangements are not required beyond the scheduled end date the employee should be verbally notified that the temporary arrangements will be ending and that they will return to their substantive post/normal duties.
- 3.6.3 While temporary pay arrangements should only be used as a short term, interim measure, it is recognised that on occasion it will be necessary to extend these arrangements beyond their original end date. Where this is required the manager should advise the employee and HR of the revised end date. However where an extension would result in these temporary arrangements being in place in excess of 12 months this must be agreed by the relevant Head of Service in agreement with the Head of Corporate Services.

3.7 Salary Placing on Return to Substantive Post/Normal Duties

- 3.7.1 When an employee returns from an acting/seconded post to their substantive post they will be paid at the incremental salary point that they would have been placed at should they have remained in post.

3.8 Change in Duties

- 3.8.1 In order to meet the requirements of the Equal Pay Act, the council has placed jobs in the appropriate pay bands based on analytical criteria included in the job evaluation scheme. As a result additional incremental credit or allowances will not be paid where an individual is undertaking different but similar duties which are commensurate with the grade of the post.
- 3.8.2 Where any change in duties constitutes a significant change to an employee's role the provisions of the Workforce Management Policy & Procedure will apply.

4. JOB EVALUATION

- 4.1 In order to maintain the integrity of the council's pay structure, the grading of jobs is determined by the outcome of the application of the [Scottish Councils Job Evaluation Scheme](#) as applied by West Lothian Council. The Scheme along with manager's guidance can be found on [MyToolkit](#).

4.2 Evaluation of a New Post

- 4.2.1 When a Service Manager has agreed with the relevant Head of Service that a new post is required, they must complete the [Job Evaluation Request Form](#) along with a [Job Evaluation Questionnaire](#). This documentation must then be authorised by both the Depute Chief Executive and Chief Executive prior to submitting it to Human Resources for review by the council's job evaluation panel.

4.3 Evaluation of an Existing Post

- 4.3.1 A formal re-evaluation of the job should be undertaken where a post has been subject to a material change as a result of:
- a structural review
 - changes in work/service priorities
 - either the addition or removal of an essential qualification
- 4.3.2 Prior to completing the evaluation documentation, a note outlining the changes in duties and responsibilities should be prepared. This note should also include details of duties that no longer form part of the post since it was last evaluated. This note, along with the unchanged job outline, should be used to facilitate a discussion with the Workforce Management Team. If, following this discussion, it is agreed that the post requires a re-evaluation the approval and submission process outlined in 4.2 above should be followed.
- 4.3.3 When completing the documentation for re-evaluation, it is important to remember that it should relate to the requirements of the post and not the skills or abilities of any existing jobholder.

4.4 The Job Evaluation Panel

- 4.4.1 The council's job evaluation panel comprises of:

- A representative from Human Resources who will act as Panel Chair.
- Two additional panel members

All individuals involved in the evaluation of posts have been trained in the use of the Scottish Joint Councils Job Evaluation Scheme.

4.5 Notification of Job Evaluation Panel Outcome

- 4.5.1 Once the job evaluation panel have completed their assessment of the post, the factor level scores and evaluated grade will be issued to Head of Service, Depute Chief Executive and Chief Executive for final sign off.

4.6 Application of Any Changes

- 4.6.1 Any changes to pay that may occur as a result of the re-evaluation of a post will be effective from the date it was initially authorised by the Chief Executive. Salary placing will be applied using the same criteria as pay on promotion.

Appendix 1 – Application for Recognition of Relevant Experience

APPLICATION FOR RECOGNITION OF RELEVANT EXPERIENCE / ROLES

This form is to be completed by managers who wish consideration to be given to experience of prospective appointees in order to determine their salary placing.

Name of manager making application:

Designation:

Service Area:

Telephone Number:

Signature:

Name of Appointee:

Post:

Service Area:

Recruitment Reference No:

In order to determine whether previous experience is relevant towards determining salary placing, you should ensure that each of the following criteria is met:

- employment in a role of equivalent responsibility, and using equivalent knowledge and skills required for the role to which appointed; and
- same profession or transferable skills

Employer	Start Date	End Date	Position	Relevant Experience	Relevant Criteria in Person Specification

Total Number of year's relevant experience:		Recommended Salary Placing:	
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IMPACT ON OTHERS

Please note what impact, if any, your proposal for salary placing will have on others already in post or others outside the immediate service area:

HR USE ONLY

Approved by HR Manager - Operations

Name: _____ Designation: _____

Signature: _____ Date: _____