



PERSONNEL COMMITTEE

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To: Councillors Morgan (Chair), Boldrin (Vice-Chair), Barkley, Poland, Shepherd, Snartt and Ward (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Personnel Committee to be held in Committee Room 1, at the Council Offices, Southfields, Loughborough on Tuesday, 24th March 2020 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

16th March 2020

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 3 - 6
To confirm as a correct record the minutes of the previous meeting.
3. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

4. QUESTIONS UNDER COMMITTEE PROCEDURES 12.8
No questions were submitted.
5. PERSONNEL COMMITTEE PANELS - UPDATE
Update provided by Panel Members regarding recent Panel meetings.
6. APPRENTICESHIP AND WORK EXPERIENCE OVERVIEW
Presentation to be given by the Learning and Organisational Development Coordinator at the meeting, in response to questions raised by the Committee at its last meeting.

Presentation is available as a published background paper.
7. GENDER PAY GAP INFORMATION AND ACTION PLAN 7 - 18
Report of the Head of Strategic Support.
8. TRANS EQUALITY POLICY 19 - 35
Report of the Head of Strategic Support.
9. JOB EVALUATION POLICY 36 - 81
Report of the Head of Strategic Support.

FUTURE MEETING DATES

There are no further meetings of the Committee for 2019-20. Meetings for 2020-21 are yet to be scheduled.

PERSONNEL COMMITTEE 17TH DECEMBER 2019

PRESENT: The Vice Chair (Councillor Boldrin)
Councillors Barkley, Poland, Ranson, Snartt and
Ward

CBC HR Manager (Strategy)
Head of Strategic Support
Democratic Services Officer (NC)

APOLOGIES: Councillors Morgan and Shepherd

The Vice-chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. He also advised that, under the Openness of Local Government Bodies Regulations 2014, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

14. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 9th September 2019 was confirmed as a correct record and signed.

In response to a question referencing minute 10, it was noted that the Menopause Guidance would be published on the Council's website.

15. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

16. QUESTIONS UNDER COMMITTEE PROCEDURES 12.8

No questions had been submitted.

17. EQUAL PAY AUDIT - UPDATE

A verbal update was provided by the HR Manager, relating to the completion of outstanding job descriptions in the Service (item 5 on the agenda).

The HR Manager stated that of the eight repairs and maintenance job descriptions referenced as incomplete at the last meeting, six were available but had not been forwarded to HR for uploading to the Intranet. The other two job profiles were under review and would be updated accordingly once the review was complete.

RESOLVED that the information be noted.

Reason

The Committee were satisfied with the update provided.

18. APPRENTICESHIP SCHEME - 1ST APRIL 2018 TO 31ST MARCH 2019

A report of the Head of Strategic Support was submitted regarding the Apprenticeship Scheme within the Council and the apprenticeship target for the period 1st April 2018 to 31st March 2019 (item 6 on the agenda, filed with these minutes).

Members of the Committee discussed:

- how the Council was ensuring it met the Government's target and attracted candidates to the scheme.
- the ratio between internal and external apprentices and how the higher number of internal apprentices was reflected in benchmarking with other councils.
- the difficulties in identifying appropriate courses to fill staff shortages, for example, in the Planning Service and Pest Control.
- how the scheme was managed and by whom within the Council.

RESOLVED

1. that the Learning and Organisational Development Coordinator be invited to attend the next meeting of the Committee to be held on 24th March 2020;
2. that the report be noted.

Reasons

1. The Committee discussed this matter at length and asked questions of a procedural nature regarding the Apprenticeship Scheme. Members wished to raise their concerns with the Learning and Organisational Development Coordinator at the next meeting of the Committee.
2. The Public Sector Apprenticeship Targets Regulations 2017 came into force on 31st March 2017. All public bodies with 250 or more staff in England as of 31st March have a target to employ an average of at least 2.3% of their staff as new apprentice starts over the period of 1st April 2017 to 31st March 2021.

19. EMPLOYEE VOLUNTEERING PROVISION

A report of the Head of Strategic Support was submitted requesting the Committee approve the proposed changes to the Employee Volunteering Provision which allows employees up to 2 days paid leave per year to volunteer with the community, (item 7 on the agenda filed with these minutes).

In response to questions, the HR Manager stated that the types of volunteering supported by the Council had been defined broadly to limit the number of updates required to the document if volunteering opportunities were to alter in the future.

RESOLVED that the amended Employee Volunteering Provision is approved by the Committee for implementation within the Council.

Reason

To provide managers with clear guidance on the circumstances when it would be appropriate to agree to the paid leave as outlined above. The new provision also included a template application process for employees.

20. VOLUNTEERS AND WORK PLACEMENTS POLICY

A report of the Head of Strategic Support was submitted seeking the Committee's approval of the proposed changes to the Volunteers and Work Placements Policy and Toolkit (item 8 on the agenda filed with these minutes).

It was noted that there were typographical errors in Appendix 2 of the Policy whereby 'LCC' should be amended to 'CBC'.

RESOLVED

1. that the Democratic Services Officer collates questions raised by the Committee and forwards to the Learning and Organisational Development Coordinator prior to his attending the meeting on 24th March 2020;
2. that the amended Volunteers and Work Placements Policy and Toolkit be approved by the Committee for implementation within the Council.

Reasons

1. To enable the Learning and Organisational Development Coordinator to respond to the Committee's concerns relating to the Volunteers and Work Placements Policy and the Apprenticeship Scheme (item 6 on the agenda).
2. To provide managers with clear guidance and an effective toolkit to ensure that people enjoy a positive and supportive experiences when working as a volunteer or on work experience within the Council

21. PREVENTION OF ILLEGAL WORKING GUIDANCE NOTES FOR MANAGERS AND EMPLOYEES

A report of the Head of Strategic Support was submitted to note the proposed amendments to the Prevention of Illegal Working Guidance Notes for Managers and Employees (item 9 on the agenda filed with these minutes).

It was noted that the current national situation relating to Brexit could affect this policy in future.

RESOLVED that the revisions to the Prevention of Illegal Working Guidance Notes for Managers and Employees by noted by the Committee.

Reason

The policy and documents amendments have been amendments have been made to take into account of key changes to right to work checks and best practice.

22. PAY POLICY STATEMENT 2020-21

A report of the Head of Strategic Support was submitted to seek Personnel Committee approval on the Council's Pay Policy Statement covering the period 1st April 2020 to 31st March 2021 (item 10 on the agenda filed with these minutes).

RESOLVED that the Pay Policy Statement for 2020/21 attached at Appendix 1 of the report, proceed to Full Council for formal approval and adoption.

Reason

To ensure that the Council meets its obligations under Section 38 of the Localism Act 2011.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 20th January 2020 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Personnel Committee.

PERSONNEL COMMITTEE – 24TH MARCH 2020

Report of the Head of Strategic Support

Part A

ITEM 7 GENDER PAY GAP INFORMATION AND ACTION PLAN

Purpose of the Report

Personnel Committee to note the Council's Gender Pay Gap report based on the snapshot date of 31st March 2019 and agree the recommendations set out below.

Recommendation

That the Personnel Committee note the details of the Gender Pay Gap report and agree that the results are published on the Gov.UK site in accordance with reporting requirements, prior to 31st March 2020. That the Personnel Committee also note and comment upon the action plan, attached as Appendix B.

Reason

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires public sector employers with 250 or more employees on the snapshot date of 31st March each given year, to carry out gender pay analysis and reporting.

Policy Justification and Previous Decisions

The Government requires that gender pay is analysed and reported on each year. The information was discussed at SLT on 7th January 2020 and JMTUM on 23rd January 2020. This is the third Gender Pay Gap report produced by the Council.

Implementation Timetable Including Future Decisions

It is a requirement that the information is published on the website before 31 March each year. In order to meet that timescale, the gender pay gap report has been published on the Council's internet.

Report Implications

The following implications have been identified for this report

Financial Implications

There are no immediate financial implications arising from this decision.

Risk Management

There are no specific risks associated with this decision.

Background Papers: none

Appendices Appendix A - Gender Pay Gap Action Plan.

Officer to contact: Adrian Ward
Head of Strategic Support
Telephone: (01509) 634573
Email: adrian.ward@charnwood.gov.uk

Part B

Background

1.0 Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires public sector employers with 250 or more employees on the snapshot date of 31 March each given year, to carry out gender pay analysis and reporting.

The gender pay gap report must set out the Council's results in relation to:

Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
Bonus Proportions	The proportions of male and female relevant employees who were paid bonus during the relevant period
Quartile Pay Bands	The proportions of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

The Council is required to publish the results on our website by 31 March each year. In addition, the results must also be published on a specified government website.

The Government considers that the rate of progress in terms of closing the gender pay gap continues to be too slow, and has committed to closing the gap within a generation. Gov.uk has outlined some potential actions for employers to consider.

The gender pay gap reporting requirements enable employers to compare the gender pay gap in its own organisation, and look at ways to close the gap if an issue arises.

The data analysed relates to all "employees" of the Council and includes those under a contract of service, apprenticeship or a contract to do work personally. The analysis is based on all individual employees and not full time equivalents. The pay is based on ordinary pay which includes basic pay (hourly rate), occupational pension benefits, contractual enhancements and sick pay. The hourly rate is used as it takes account of the fact that more men than women work full time. It excludes expenses, overtime pay, pay in lieu of leave, benefits in kind, redundancy pay and other payments transferable to termination.

2. Gender Pay Gap Outcomes as at 31 March 2019

2.1 Gender Pay Gap Analysis

The results of the 6 required calculations are outlined below, based on the data obtained for the snapshot date of 31 March 2019.

The Council employed 551 eligible individuals on the snapshot date. It should be noted that 49 of these were casuals working on the snapshot date of 31 March 2018. When split into gender the figures are as follows:

Gender	Number of Employees	Percentage Difference
Female	326	59%
Male	225	41%

2.2 Mean Gender Pay Gap

The mean gender pay gap is the difference between the mean hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees.

Gender	Hourly Rate	Percentage Difference for Gender Pay Gap
Female	£13.09	12.6%
Male	£14.99	

The average hourly rate of female employees' is 12.6% lower than male employees'. The gap has increased from 11.7% as at 31 March 2018 but remains lower than the 12.8% published in the first gender pay gap as at 31 March 2017. The mean hourly rate for both male and females has marginally increased for this period (£12.79 female and £14.49 male as at 31 March 2018).

The mean is calculated by adding up all of the relevant earnings of employees and dividing that figure by the number of employees. A mean average gives a good overall indication of the gender pay gap, but very large or small pay rates can "dominate" and distort the answer.

The table below analyses the average hourly rate in more detail. The data demonstrates that when comparing the average hourly rate of males and females in each of the quartiles; females are paid higher, on average, than males in the lower, upper middle and upper quartile. Male employees are paid higher, on average, than female employees in the lower middle quartile.

Analysing the data further the figures show that there are significantly more female employees in the lower middle quartile (35 full time and 61 part time) than males (29 full time and 13 part time). The lower quartile is made up of more female employees (20 full time and 77 part time) than males (10 full time and 30 part time). This could show that part time working has an impact on the figures. Where there are a higher proportion of part time males than full time in the lower quartile, this has created a gender pay gap in favour of females. Conversely, where there are a lower proportion of part time males than full time in the lower middle quartile, this has created an average hourly rate in favour of males.

It could be determined from this that the proportion of men and women working part time or in different occupations has an impact on the gender pay gap figures. This does not highlight that there is a difference in rates of pay for comparable jobs.

	Female			Male			Total Headcount	Total Total Hourly Rate	Total Average of Hourly Rate
	Headcount	Total Hourly Rate	Average of Hourly Rate	Headcount	Total Hourly Rate	Average of Hourly Rate			
Lower middle quartile	96	1080.65	11.26	42	490.65	11.68	138.00	1571.30	11.39
Lower quartile	97	910.02	9.38	40	365.69	9.14	137.00	1275.72	9.31
Upper middle quartile	73	1039.39	14.24	65	909.92	14.00	138.00	1949.31	14.13
Upper quartile	60	1238.44	20.64	78	1605.97	20.59	138.00	2844.41	20.61
Average Grand Total	326	4268.50	13.09	225	3372.24	14.99	551.00	7640.74	13.87

2.3 Median Gender Pay Gap

The difference between the median hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees.

Gender	Hourly Rate	Percentage Difference for Gender Pay Gap
Female	£11.67	15.6%
Male	£13.83	

The median hourly rate of female employees' is 15.6% lower than male employees' (17.6% as at 31 March 2018). In accordance with the Annual Survey of Hours and Earnings – Gender Pay Gap in the UK - Office for National Statistics (ONS) 2019 the gender pay gap for all employees (full and part time) is 17.3%. Therefore, the Council's median gender pay gap is less than this national statistic, and improved by 2% since the 2018 reporting period.

The ONS attributes the figure of 17.3% as being driven by more women working in part time jobs, which have lower hourly median pay than full time jobs, and are more likely to be in lower paid occupations. This is reflected at the Council where there are significantly more females in part time lower paid jobs than males.

The median measure is the middle of the distribution and as a measure of average pay is useful in indicating the typical situation, i.e. the middle pay point of an organisation. Research indicates that it is generally considered that this figure is a useful indicator in pay analysis as it is not distorted by very large or small pay rates.

Median Hourly Rate	£13.88					
	Female	Percentage	Male	Percentage	All Employees	Percentage
Including and below	223	68%	118	52%	341	62%
Above	103	32%	107	48%	210	38%
	326	100%	225	100%	551	100%

The figures above represent the number and percentage of employees who are paid above the overall median hourly rate of £13.88 for the Council and those that are paid at or below that rate. The table demonstrates that there is a relatively even split in terms of numbers for female and male staff paid above the median rate (103

female and 107 male). However, there are 101 more female employees undertaking employment at the Council, the majority of which are paid at or below the median hourly rate. This could show that occupations undertaken by postholders has an impact on the gender pay gap.

2.4 Mean Bonus Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

The Council does not consider that it pays bonus in accordance with the criteria set out and therefore reporting on this element is not applicable.

2.5 Median Bonus Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

The Council does not consider that it pays bonus in accordance with the criteria set out and therefore reporting on this element is not applicable.

2.6 Bonus Proportions

The proportions of male and female relevant employees who were paid bonus during the relevant period.

The Council does not consider that it pays bonus in accordance with the criteria set out and therefore reporting on this element is not applicable.

2.7 Quartile Pay Bands

The proportions of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Quartile	Gender	Number of Employees	Percentage of Total	Percentage in Each Quartile
Upper Quartile	Male	78	14%	56%
	Female	60	11%	44%
Upper Middle Quartile	Male	65	12%	47%
	Female	73	13%	53%
Lower Middle Quartile	Male	42	8%	31%
	Female	96	17%	69%
Lower Quartile	Male	40	7%	29%
	Female	97	18%	71%

There is a relatively even split of males and females in the Upper Middle Quartile and to a slightly lesser extent in the Upper Quartile, this pattern has remained consistent from the previous reporting year.

The Lower Middle Quartile and Lower Quartile outline larger differences in the split between male and female employees. This is again consistent with the previous

reporting year, with the 2019 figures reflecting slight differences in the overall percentages.

These sections show that there is a greater proportion of males in the Upper Quartile and Upper Middle Quartile, although the figures are not significantly different. In the Lower Middle Quartile and Lower Quartile there are a higher proportion of females. The lower quartiles highlight a far greater split between male and female employees.

2.8 Analysis of Full and Part Time Employees in each Quartile

Gender.	Full Time		Part Time		Full Total		Part Total		Grand Total		
	Female	%	Male	%	Female	%	Male	%	Female	%	
	UPPER QUARTILE	37	27%	71	51%	108	23	17%	7	5%	30
UPPER MIDDLE QUARTILE	48	35%	60	43%	108	25	18%	5	4%	30	138
LOWER MIDDLE QUARTILE	35	25.5%	29	21%	64	61	44%	13	9.5%	74	138
LOWER QUARTILE	20	15%	10	7%	30	77	56%	30	22%	107	137
Grand Total	140		170		310	186		55		241	551

In order to analyse the quartiles further, an additional piece of reporting was conducted into the breakdown of full and part time staff, by gender, in each quartile as evidenced in the table above.

All quartiles show that females significantly occupy more part time posts than male employees. This is reflected particularly in the Lower Middle Quartile and the Lower Quartile.

There have been small shifts throughout for all male and female employees, in particular, part time females in the lower quartile have increased from 65 to 77. The remaining figures for part time males and females in the remaining quartiles remain relatively consistent with the 2018 reporting year.

The table further demonstrates that there is a greater percentage of full time males in the upper and upper middle quartiles.

Overall there are fewer male employees (225) than female employees (326). The calculations for the gender pay gap do not require an employer to distinguish between full time and part time employees. However, an analysis of this data is helpful in understanding the pattern of employment within the figures and how this may impact upon the gender pay gap as outlined above.

3. Findings

- 3.1 The findings of the data analysed as at 31 March 2019 are similar to the findings for the last two periods of analysis at 31 March 2017 and 2018.
- 3.2 The upper quartiles highlight that there are groups who would typically fall within the lower middle quartiles (plumber, electrician, gas fitter, joiner) who receive enhancements, such as standby allowance. This increases the overall

hourly rate of those in receipt of the enhancements. The key areas highlighted are traditionally male dominated. Despite openly advertising positions, the Council has struggled to recruit in these areas.

- 3.3 Essential car user allowance is aligned to a number of posts within the Council, with those employees receiving a monthly lump sum. The essential car user lump sum is increasing some employees' salaries which is placing them in a higher quartile. As outlined earlier, the increase is more significant for part time employees as the lump sum amount is not pro-rated.
- 3.4 There continue to be more female and part time employees on the lower pay scales and, in general, the posts that they occupy do not require them to undertake the duties that some other posts receive enhancements for.
- 3.5 As the data is based on relevant employees on the snapshot date of 31 March each year, this year the Council have recorded 49 casual workers as part of the 551 considered for gender pay gap. Of those casuals 19 were male, with 2 of those in the lower middle quartile and 17 in the lower quartile. There were 30 females with 1 in the lower middle quartile, 1 in the upper quartile and the remaining 28 in the lower quartile. This has increased lower level female part time workers when compared to male part time workers and this will have had some impact on the gender pay figure.
- 3.6 In terms of the quartiles, it should be noted that the pay grades do not fit neatly into each quartile. In order to establish each quartile, the total number of full pay relevant employees (not the pay bands) was split into four equal parts. Therefore, this means that grades may appear in more than one quartile. Additionally, factors such as enhancements can increase an individual's position within the quartiles from a lower quartile to a higher quartile.
- 3.7 Charnwood Borough Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. Employees are paid equally for the same or equivalent work and alongside its policies and working practices, the Council:
 - carries out Equal Pay Audits at regular intervals
 - evaluates posts through an agreed job evaluation process
 - analyses gender pay gap information and considers approaches to closing the gap.
- 3.8 Overall it is considered that the Council has a good representation of male and female employees at senior level. The majority of Council employees are female with 140 full time and 186 part time. There are a greater amount of full time males at 170 but significantly less part time males at 55.
- 3.9 The data outlined within this report demonstrates that when comparing the average hourly rate of males and females in each of the quartiles; females are paid higher, on average, than males in the lower, upper middle and upper quartile. Male employees are paid higher, on average, than female

employees in the lower middle quartile. It is possible that having less male than female employees impacts the figures.

- 3.10 Analysing the data further the figures show that there are significantly more female employees in the lower middle quartile (35 full time and 61 part time) than males (29 full time and 13 part time). The lower quartile is made up of more female employees (20 full time and 77 part time) than males (10 full time and 30 part time). This could show that part time working has an impact on the figures. Where there are a higher proportion of part time males than full time in the lower quartile, this has created an average hourly rate in favour of females. Conversely, where there are a lower proportion of part time males than full time in the lower middle quartile, this has shown to have an average hourly rate in favour of males.
- 3.11 As in the previous year the information analysed indicates that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. The gender pay gap appears to relate to factors such as the occupation that men and women choose to undertake within the organisation, salaries that these roles attract and the proportion of men and women working part time or full time.
- 3.12 However, a range of enhancements have had an impact upon the results within the quartiles and these could be considered to have had an impact upon the results between male and female employees.
- 3.13 It should be noted that the Council continues to have a gender pay gap percentage that is lower than the national statistic as set out in section 2.3 of this report.

4. Action plan - Equalities Working Group

- 4.1 The Gender Pay Gap report from the period 31 March 2018 outlined some recommendations from Gov.uk for the council to consider in improving its gender pay gap. At the SMT meeting it was decided that the Equalities Group should work on developing an action plan, based on the Gov.uk recommendations and any further factors they may want to consider.
- 4.2 The Equalities Working Group produced an action plan, which is reviewed on a quarterly basis at its meeting. The action plan is attached as Appendix A to this report.

Gender Pay Gap Action Plan – 2019

Listed below are 5 actions which GOV.UK recommends that companies and organisations may wish to adopt in order to close their gender pay gap. These recommendations have been considered by the Council’s Equalities Working Group (EWG) and formulated into relevant and specific actions. The action plan will be reviewed every 3 months by the EWG and is out lined below against each of the GOV. UK recommendations.

1) Include Women in Shortlists for Recruitment and Promotion

NOTE: as 59% of the Council’s workforce is currently female; the EWG did not support guaranteeing interview for at least 1 female candidate in ALL recruitment.

Objective		Actions		Responsibility	Monitoring date	Completion date
1.	Ensure mixed gender selection panels for the majority of recruitment within the Council.	1.1.1	Adjust iTrent (e-form) to list and monitor recruitment panel members.	Improvement & OD Manager/ Systems Analyst	December 2019	
		1.1.2	Raise awareness of mixed gender selection panels via an internal “One Charnwood” communications article.	Human Resources	March 2020	
		1.1.3	Discussion and promotion at an appropriate Corporate Management Team (CMT) meeting.	Human Resources	April 2020	
		1.1.4	Further emphasise gender selection panels within existing recruitment and selection panel training.	Learning and Development	Ongoing	

2) Use Skills Based Assessment Tasks in Recruitment

Objective		Actions		Responsibility	Monitoring date	Completion date
2.	Include at least 1 test in the majority of selection exercises	2.1.1	Provide appropriate training to managers regarding recruitment and selection exercises.	Learning and Development/ HR	Ongoing	

3) Appoint Diversity Managers and/or Diversity Task Forces

Objective		Actions		Responsibility	Monitoring date	Completion date
3.1	Monitor recruitment and selection and promotions within the Council	3.1.1	Seek and analyse recruitment and promotion data by age and gender on an annual basis.	Equalities Co-ordinator	April 2020	
3.2	Monitor the age and gender balance of development	3.2.1	Seek and analyse development opportunity by age and gender on an annual basis.	Learning and Development	April 2020	
3.3	Monitor gender balance of Apprenticeships	3.3.1	Analyse and address gender balance of Apprentices on an annual basis.	Learning and Development	April 2020	

4) **Improve Workplace Flexibility for Men and Women**

Objective		Actions		Responsibility	Monitoring date	Completion date
4.1	Monitor the gender pattern of take up of flexible working opportunities throughout the current flexible working pilot schemes which have been agreed	4.1.1	Seek information, analyse and question gender balance of flexible working pilots.	Learning and Development	April 2020	
4.2	Promote a more consistent approach to flexible working across the Council	4.2.1	Identify and question perceived inconsistencies to flexible working across the Council.	Learning and Development	April 2020	

5) **Encourage the uptake of Shared Parental Leave**

NOTE: Provision for this already exists within the Council's Family Leave and Pay Policy. The EWG did not identify any further actions under this heading which would be likely to impact upon the Council's Gender Pay Gap.

PERSONNEL COMMITTEE – 24TH MARCH 2020

Report of the Head of Strategic Support

Part A

ITEM 8 TRANS EQUALITY POLICY

Purpose of Report

Personnel Committee to consider and agree the proposed Trans Equality Policy.

Recommendation

That the proposed Trans Equality Policy be agreed by Personnel Committee.

Reason

The purpose of the policy is to provide managers and trans employees with practical information on support in the workplace.

Policy Justification and Previous Decisions

The proposed Trans Equality Policy outlines the council's commitment to supporting trans employees. The Council is committed to equality of opportunity for trans people throughout recruitment and employment, including supporting trans employees through any transitioning process.

Implementation Timetable including Future Decisions

It is recommended that the Trans Equality Policy be published on the Council's intranet, following agreement at the Personnel Committee meeting.

Financial Implications

There are no immediate financial implications arising from this decision.

Risk Management

There are no specific risks associated with this decision.

Background Papers: none

Annexes: Annex A - Trans Equality Policy
 Annex B – Trans Equality Policy, Trans Equality Impact
 Assessment (EIA)

Officer to contact: Adrian Ward
 Head of Strategic Support
 Telephone: (01509) 634573
 Email: adrian.ward@charnwood.gov.uk

Part B

Background

1. The Council aims to provide a supportive environment for trans employees and to create a culture and environment where employees feel comfortable at all times.
2. This includes outlining the Council's commitment to trans employees, offering guidance for those transitioning at work, providing clear information on discrimination and abuse, defining the legal protection afforded for trans people and defining obligations in relation to recruitment. Additionally, a glossary of terms related to trans employees has been outlined.
3. The policy also introduces an action plan and checklist which has been designed to support employees involved in managing the transitioning process within the workplace. The intention of this is to aid discussion and ensure best practice is adhered to throughout the process.
4. As well as supporting staff the policy outlines how the council will demonstrate its commitment to trans equalities across different processes and activities. As part of this, the policy will highlight the Council's commitment that discrimination, victimisation or harassment on the basis of a person's gender identity, gender expression or trans status will not be tolerated.
5. The Council is committed to promoting equality, diversity and good relations in everything it does. The trans equality policy was circulated to the Equalities Group for comments. The feedback received was favourable and demonstrated support for the proposed policy.
6. SLT agreed the Trans Equality Policy at its meeting on the 30th October 2019.
7. JMTUM considered the policy for the meeting held on 23rd January 2020. The Trade Unions provided some positive suggestions around wording and, where agreed, these have been incorporated into the policy.



Trans Equality Policy

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Commitment to trans equality

Charnwood Borough Council is committed to promoting equality, diversity and good relations in everything it does - as a community leader, as a provider and commissioner of services, and as an employer.

The Council is committed to equality of opportunity for trans people throughout recruitment and employment, including supporting trans employees through any transitioning process. Discrimination, victimisation or harassment on the basis of a person's gender identity, gender expression or trans status will not be tolerated.

The Council seeks to provide a supportive environment for trans employees and to create a culture and environment where they feel comfortable and are well supported during any process of transition. The purpose of this policy is to provide managers and trans employees with practical information on workplace support.

As well as ensuring that trans employees are fully supported, the Council will seek to demonstrate its commitment to trans equality in related policies, processes and activities.

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Definitions

The term “Trans” or “transgender” refers to all people who believe that the gender they were assigned at birth is wrong and who want to live in the gender with which they identify.

The term “Trans” or “transgender” can cover:

- People who are intending to undergo, are undergoing, or have undergone gender reassignment at any stage;
- People who identify as having a gender identity different from the sex they were assigned at birth and are planning or have had medical or surgical procedures such as hormones or surgery;
- People who identify as having a gender different from the sex they were assigned at birth but who are not planning any medical or surgical procedures; and/or,

It is important to note that these are not the only descriptions.

- The term “Trans” may also refer to people who are “non-binary”, that is, people who do not identify as either gender or who may dress differently to their gender assigned at birth and who may or not have had medical or surgical procedures.

‘Transitioning’ is the process undertaken by a trans person to change their gender presentation (the way they look and feel) to reflect their gender identify.

This may involve changing their appearance, using a different name and pronoun (eg she, he or they) and changing official documentation. It may involve various types of medical or surgical treatment although this is not the case for all trans people.

The Council recognises there is no right or wrong way to transition and is committed to supporting each individual in their decisions.

A glossary of common terms is available at [Appendix A](#).

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Employees who are transitioning at work

If an employee states that they are intending to transition, their manager, in conjunction with other appropriate colleagues, should aim to make this process as smooth as possible. Managers should be aware that it can be an extremely difficult step for someone to approach their manager about transitioning and that the employee may be apprehensive about the response they receive. Therefore, it is important for managers to be supportive.

The transition process will be led by the individual concerned. However, managers should ensure that the employee is supported and respected throughout the process.

Telling colleagues

The manager and employee will discuss the individual's choices in relation to informing others, including other managers, colleagues, service users and other relevant contacts. They will agree whether the employee will do this, whether they would prefer the manager or a work colleague to do this, or a mixture of these options. They will also get express written agreement from the employee about when and how this will happen, including details of the message and who it will be shared with. Levels of disclosure may vary in detail for different types of contacts and will be agreed in advance.

Uniforms and dress codes

If a uniform is in place for the role, managers will ensure that the trans employee has access to the uniform that is most appropriate at all times. Some trans employees may need access to both the male and female uniforms. Managers will be flexible in supporting the preferences of the trans person wherever possible. Trans employees have the right to comply with any dress codes in a way that reflects their gender identity and gender expression.

Changing facilities, toilets and other single gender facilities

Trans people are entitled to use single gender facilities in accordance with their affirmed gender. For non-binary employees, this might mean using gender-neutral or accessible facilities, or using a combination of different facilities. However, trans employees will never be required to use accessible toilets unless they wish to do so.

Updating records

Electronic and paper records will be updated where possible and in a timely manner, to coincide with the date on which the workplace transition begins. Care will be taken to ensure that records do not link back to the former name – for example, this may entail creating a whole new email address rather than simply changing the name on the existing one. The manager and employee will work together to ensure that nothing is missed. A new ID card with the correct name and a new photograph will be issued as soon as required.

Where it is not possible to update a record – for instance, pre-employment checks undertaken when the employee joined the Council – it will be stored in a secure place and access will be restricted to authorised individuals.

Customer facing roles

There is no reason why an employee who is transitioning should not continue in a customer facing role, however some people may wish to request to be redeployed either on a temporary or permanent basis. In these circumstances, managers should seek advice from Human Resources.

Attendance at appointments and time needed for treatment and surgery

Time off to attend transition-related appointments and treatment will be granted in line with the provisions of the Council's [Leave Arrangements Policy](#). Employees may wish to consider a temporary change to their working arrangements during this process and managers will accommodate such requests where possible.

Action plan or checklist

The trans employee and their manager might find it helpful to put in place an action plan or agree a checklist to clarify the actions that will be taken over the course of the employee's transition, dates by which these will be done, and the person who will take responsibility. Please refer to [Appendix B](#) for an example, which can be modified to suit the individual's needs.

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Discrimination and abuse

The Council has a zero-tolerance approach towards discrimination and harassment based on gender identity, gender expression or gender history. Inappropriate behaviour or language may constitute discrimination, harassment, bullying or victimisation. Discrimination including harassment, third party harassment and victimisation are covered by the Equality Act 2010. Managers are responsible for taking timely action where misconduct occurs on the grounds of an employee's gender identity, in line with the Council's [Behaviour in the Workplace Policy](#).

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Legal protection for trans people

Gender Recognition Act 2004

The UK Gender Recognition Act (GRA) enables people aged over eighteen to gain full legal recognition for the gender in which they live. Applications are considered by the Gender Recognition Panel. Once a person receives a Gender Recognition Certificate (GRC), they are legally of that gender for every purpose and have all the rights and responsibilities associated with that gender.

Employment rights do not depend on whether a person has a Gender Recognition Certificate. Employers should not ask for a person's GRC and it should never be a pre-condition for transitioning at work. To make an application for a GRC, a person needs to show they have been living and working in that gender for at least two years – so being asked to show a GRC as a condition of changing employment details is like being asked to show a full driving licence before you can apply for a provisional one.

The Gender Recognition Act gives anyone applying for or holding a Gender Recognition Certificate particular privacy rights. It is a criminal offence to pass on information acquired 'in the course of official duties' about someone's gender recognition without the consent of the individual affected. 'Official duties' include employment, trade union representation or supply of business or professional services.

Equality Act 2010

The Equality Act 2010 (England, Scotland and Wales) protects against discrimination because of gender reassignment in employment and service delivery. It bans direct and indirect discrimination and victimisation. The Act makes clear that it is not necessary for people to have any medical diagnosis or treatment to gain this protection; it is a personal process of moving away from the sex they were assigned at birth to their true gender identity.

People discriminated against because they are wrongly perceived to be trans, or who are discriminated against because of their association with trans people or issues, are also protected.

Genuine Occupational Requirements

In the vast majority of cases, the gender of a worker is of no relevance to their ability to do a particular job. However, the Equality Act 2010 does allow for an exception where being of a particular sex is an 'occupational requirement' of that post. If this is the case for an employee transitioning at work, advice should be sought from Human Resources.

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Recruitment

People who have already transitioned have no obligation to disclose their gender history. Job applicants and interviewees will not be asked their gender identity during the recruitment process as it is not a relevant criterion in selection. Neither is there any obligation for a transgender person to disclose this as a condition of employment. If they choose to disclose, this is not in itself a reason for not offering employment, and non-disclosure or subsequent disclosure is not grounds for dismissal. Recruiting managers who become aware that an applicant is trans will maintain full confidentiality in relation to this.

References

Where a reference request is received for an existing employee who has transitioned, managers will respect the employee's privacy and only respond using the employee's correct name and gender in the reference.

Disclosure on sickness absence will not include time taken off for medical appointments related to transition. This information is strictly confidential.

Where the Council requests a reference or confirmation of continuous service with other local government employers, we will make the request using the prospective employee's correct name and gender since transitioning. We will not mention previous names or gender

identity, unless specifically asked to do so (in writing) by the Trans employee.

Disclosure & Barring Service (DBS) checks

Where an appointment requires DBS checks, managers are responsible for initiating and completing these in conjunction with the individual. There is a confidential application process for trans people and advice can be obtained from the DBS by email sensitive@dbs.gsi.gov.uk or helpline 0151 676 1452.

Qualification certificates and right to work documents

Where an employee is required to provide evidence of an essential qualification certificate or a right to work document as part of the Council's pre-employment checks and it is in their former name, a copy of the certificate or document will be stored securely on the employee's personal file and access restricted to authorised individuals.

Professional registration

If the employee's job involves professional registration, we will check whether the registration body has a specific, confidential process for gender transition.

Pensions and national insurance

Where pensions, national insurance contributions or other benefits are dependent on legal sex, trans people will be advised of the different implications of whether they do or do not have a Gender Recognition Certificate.

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Roles and responsibilities

Employee

- Engaging with managers and Human Resources around the logistics of transitioning in the workplace;
- Reporting any instances of harassment, victimisation or discrimination in line with the [Behaviour in the Workplace Policy](#).

Manager

- Ensuring that colleagues are informed about the employee's transition in a manner that best suits the employee;
- Maintaining confidentiality at all times;
- Thoroughly investigating any instances of harassment, victimisation or discrimination in line with the [Behaviour in the Workplace Policy](#);
- Supporting the employee in any way that is necessary and appropriate.

Human Resources

- Providing advice to managers in relation to this policy;
- Maintaining confidentiality, including securing electronic and paper records.

ICT Department / Property Services

- Changing names, titles and pronouns on email and other systems;
- Issuing updated ID cards.

Trade Unions

- Supporting the employee as necessary.

Support for employees with a family member who is transitioning

If an employee is supporting a family member who is transitioning, they may need to take time off to support them during the process. Where possible, managers should try to support employees to manage such requests using the provisions of the [Leave Arrangements Policy](#).

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Document Control:

Version Number	Agreed At	Date Agreed	Review Date
2019 – V1			

Appendix A - Glossary of Terms

Gender binary: the classification of gender into two distinct and disconnected forms of masculine and feminine.

Gender dysphoria: medical term for deep-rooted and serious discomfort or distress because of a mismatch between a person's biological sex and gender identity; overwhelming desire to live in a different gender to that assigned at birth.

Gender expression: a person's external gender-related behaviour and appearance, including clothing.

Gender fluid: having a gender identity which is not fixed and where gender expression may alternate between masculine and feminine.

Gender identity: a person's deeply felt internal and individual self definition of gender, which may or may not correspond to the sex assigned to them at birth.

Gender reassignment: the process a person undertakes when transitioning from the sex they were assigned at birth to their true gender identity. This may (or may not) involve medical and surgical procedures.

Gender Recognition Certificate: issued by the Gender Recognition Panel - signifies full legal rights in acquired gender and allows the issuing of a replacement birth certificate.

Gender variance: gender expression that does not match society's norms of female and male.

Legal sex: The sex recorded on your birth certificate. Rarely relevant at work. Currently binary in the UK. Changed by applying to Gender Recognition Panel.

Non binary person: a person whose gender identity doesn't sit comfortably with 'man' or 'woman'. They may identify as both, neither or something entirely different

Transgender or trans person: a person who believes that the gender they were assigned at birth is wrong and who want to live in the gender with which they identify. The term "Transgender" can be wide ranging and there is no definitive term to describe all people who identify as "trans".

Transsexual person: legal/medical term for someone who has physically transitioned from their gender assigned at birth to their affirmed gender identity. This usually involves surgical or medical procedures to change their appearance.

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Who needs to know?

	Who will tell them?	When?	Date completed
Senior manager			
HR			
Manager			
Team members			
Other colleagues			
Others (specify)			

Changes to records

	Who will do this?	When?	Date completed
HR records			
ID card			
ICT systems including email			
Website			
Voicemail			
Internet/intranet address entry			
Trade union membership			
Pension scheme			
Certificates/awards			
Other:			

Details of meetings

Date	Comments	Actions	Date of next meeting

■ **Step 1 – Introductory information**

Title of the policy	Trans Equality Policy
Name of lead officer and others undertaking this assessment	Sally Dobrowolska – Human Resources Advisor
Date EIA started	January 2020
Date EIA completed	January 2020

■ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
<p>Charnwood Borough Council is committed to promoting equality, diversity and good relations in everything it does – as a community leader, as a provider and commissioner of services, and as an employer.</p> <p>The Council is committed to equality of opportunity for trans people throughout recruitment and employment, including supporting trans employees through any transitioning process. Discrimination, victimization or harassment on the basis of a person's gender identity, gender expression or trans status will not be tolerated.</p> <p>The Council seeks to provide a supportive environment for trans employees and to create a culture and environment where they feel comfortable and are well supported during any process of transition. The purpose of this policy is to provide managers and trans employees with practical information on workplace support.</p>
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
<p>The policy will impact all employees of Charnwood Borough Council.</p> <p>The intended outcome of the policy is to provide all employees with practical and relevant information on support in the workplace for trans employees.</p> <p>The policy is based on a document created by Unison and has been adapted for use by Charnwood Borough Council.</p>
Which groups have been consulted as part of the creation or review of the policy?
<p>Trade Unions have been consulted as part of the creation of this policy. As part of this process, trade unions have raised some helpful suggestions on this policy which have, in the main, been incorporated into the final policy document.</p> <p>SLT, JMTUM and Personnel Committee are also part of the consultation process.</p> <p>Additionally, the policy has been reviewed at the Council's Equalities Group.</p> <p>Following agreement at Personnel Committee, the policy will be rolled out across the Council, with an article in One Charnwood to ensure all employees are aware of the policy.</p>

Step 3 – What we already know and where there are gaps

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.

Data/information such as:

- Consultation
- Previous Equality Impact Assessments
- Demographic information
- Anecdotal and other evidence

Detailed information on gender identify was not available for the borough of Charnwood, however, the information below highlights survey information on this subject from 2018. . Nationally, the survey demonstrated an increasing amount of individuals who are identifying as transgender and Charnwood Borough Council continues to be supportive of equality of opportunity for trans employees. The findings of that survey are outlined below:

National LGBT Survey 2018 Gov.uk

Gender Identity

Thirteen percent of the respondents were transgender (or trans). Of the total sample, 6.9% of respondents were non-binary (i.e. they identified as having a gender that was neither exclusively that of a man nor a woman), 3.5% were trans women (i.e. they had transitioned from man to woman at some point in their life) and 2.9% were trans men (i.e. they had transitioned from woman to man).

Younger trans respondents were more likely than older respondents to identify as non-binary. For example, 57% of trans respondents under 35 were non-binary compared with 36% of those aged 35 or over. Younger respondents were also more likely to be trans men (26% of trans respondents under 35 were trans men compared with 10% aged 35 or over) and less likely to be trans women (17% of trans respondents under 35 were trans women compared with 54% aged 35 or over). This age profile partly accords with the referral figures to the children and adolescent gender identity services where the majority of referrals in 2016-17 were for people assigned female at birth (1,400 of the 2,016 referrals – 69%).⁵

What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

The Council considers this information positively with the intention of the policy to be to encourage trans people to work for the Council by acting as a community leader and encouraging a supportive environment for all to work in.

Step 4 – Do we need to seek the views of others? If so, who?

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.

All of the consultation processes agreed for the Council have been adhered to. In addition, consultation with relevant staff members has taken place.

Step 5 – Assessing the impact

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any 'protected characteristics' and provide an explanation for your decision (please refer to the general duties on the front page).

Comments

Age	The Trans Equality Policy has no detriment on employees of the Council.
Disability (Physical, visual, hearing, learning disabilities, mental health)	The Trans Equality Policy has no detriment on employees of the Council.
Gender Reassignment (Transgender)	The Trans Equality Policy has no detriment on employees of the Council. It's intention is to provide equality of opportunity for trans people at all stages of employment.
Race	The Trans Equality Policy has no detriment on employees of the Council.
Religion or Belief (Includes no belief)	The Trans Equality Policy has no detriment on employees of the Council.
Sex (Gender)	The Trans Equality Policy has no detriment on employees of the Council.
Sexual Orientation	The Trans Equality Policy has no detriment on employees of the Council.
Other protected groups (Pregnancy & maternity, marriage & civil partnership)	The Trans Equality Policy has no detriment on employees of the Council.
Other socially excluded groups (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)	The Trans Equality Policy has no detriment on employees of the Council.

<p>Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.</p> <p>Please note:</p> <ul style="list-style-type: none"> a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. <p>As outlined above, the Trans Equality Policy has been designed to not have any negative impact or potential barrier to any employee. It complies with legislation and recommended good practice.</p> <p>The policy outlines that any level of discrimination or harassment based on gender identity, gender expression or gender history will not be tolerated.</p> <p>Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).</p> <p>The implementation of the Trans Equality Policy is intended to have a positive impact on the culture of the Council.</p> <p>The policy has been developed from a Unison document and is based on legislation and best practice. Consultation on the policy has been wide and comments and input have been welcomed in helping to form the final version of the policy.</p> <p>The Trans Equality Policy is one of a range of policy that the Council has adopted to continuously meet and improve upon its responsibilities in relation to equality and diversity.</p>

■ **Step 6- Monitoring, evaluation and review**

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?
Policies are periodically reviewed and where it is felt there is an earlier need to review, for example, legislative changes, case review, an earlier review will be scheduled to take place.
How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.
Reviews of the Trans Equality Policy will be incorporated into the HR Work Plan.

■ **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan: The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan			
Reference Number	Action	Responsible Officer	Target Date
1	Ensure that communication around the implementation of the Trans Equality Policy is carried out following agreement of the policy.	Sally Dobrowolska	March 2020

■ **Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
Employees	*	EIA will be published.
Service users		
Partners and stakeholders		
Others		
To ensure ease of access, what other communication needs/concerns are there?		

■ **Step 9 – Conclusion (to be completed and signed by the Service Head)**

Please delete as appropriate
I agree with this assessment / action plan
If disagree, state action/s required, reasons and details of who is to carry them out with timescales:
Signed (Service Head): Adrian Ward
Date:

PERSONNEL COMMITTEE – 24TH MARCH 2020

Report of the Head of Strategic Support

Part A

ITEM 9 JOB EVALUATION POLICY

Purpose of Report

Personnel Committee to agree the proposed amendments to the Job Evaluation Policy.

Recommendation

That the revisions to the Job Evaluation Policy summarised in Part B of this report be agreed by Personnel Committee.

Reason

The policy and associated documentation have been amended to improve the job evaluation process and ensure clearer guidance for employees using the policy.

Policy Justification and Previous Decisions

The Job Evaluation Policy was last updated at Personnel Committee on 17th October 2017. The proposed amendments relate to key changes to the job evaluation process. The policy has been reviewed and updated to provide a clearer process and greater clarity.

Implementation Timetable including Future Decisions

It is recommended that the amendments be published on the intranet, following the Personnel Committee meeting.

Financial Implications

There are no immediate financial implications arising from this decision.

Risk Management

There are no specific risks associated with this decision.

Background Papers: none

Appendices

- Appendix A - Job Evaluation Guidance 2019
- Appendix B – Job Profile template
- Appendix C – Employee Initiated re-evaluation Request
- Appendix D – Employee initiated Request Flowchart
- Appendix E – Employee Procedure, Comparator Form
- Appendix F – How will an Appeal Run
- Appendix G – Employee Initiated Re-evaluation Panel Process
- Appendix H – Management Initiated Panel Process
- Appendix I – Job Description Questionnaire
- Appendix J – Job Evaluation Appeal Registration Form
- Appendix K – Manager Initiated Evaluation Request Form
- Appendix L – Management Initiated Request Flowchart

Officer to contact: Adrian Ward
Head of Strategic Support
Telephone: (01509) 634573
Email: adrian.ward@charnwood.gov.uk

Part B

Background

1. Responsibility for the job evaluation process at the council has been taken on by the Charnwood HR Services team following the retirement of the Job Evaluation Technical Advisor previously based at LCC. This ensures that job evaluation is fully controlled by the HR Services team at Charnwood with the process being followed in an increasingly timely manner.
2. The Job Evaluation Policy has been reviewed and updated to reflect the process improvements and efficiencies that have been achieved by the Charnwood HR Services team having full responsibility for the process.
3. Details of the proposed changes can be seen below.

Proposed key changes to policy wording:

- The Job Evaluation Guidance will now be re-titled to Job Evaluation Policy.
- Job evaluation requests are now to be sent to HR@charnwood.gov.uk to be processed by the HR Services team based in Charnwood, rather than LCC.
- The job evaluation panel will consist of two trained evaluators from HR Services. The panel will no longer be assisted by a Technical Advisor (LCC).
- Managers will not be required to involve existing post holders in the creation of new / revised job profiles if the purpose of the revision is a restructure.
- If a job is upgraded following a manager-initiated job evaluation the new salary will be paid with effect from the relevant date of the change identified by the manager. Any retrospective date cannot exceed 12 months unless under exceptional circumstances.
- Employee-initiated job evaluation requests previously required an employee to complete a Job Description Questionnaire (JDQ). The updated policy encourages employee/groups to discuss changes in duties and responsibilities with their line manager in the first instance. If management agree with the changes it is advised that a revised job profile is produced, and the management-initiated procedure is followed.
- Grounds to request re-evaluation – ‘post is comparable to a higher-level description in a corporate job family’ has been removed from the policy as this is not a ground to request re-evaluation that the council has ever applied.
- Reference to Job Analysts has been updated to Job Evaluation Leads.
- The role of the Moderating Panel has been clarified to align with current working practice. This clarification outlines that there may be occasion where the results of a job evaluation will be shared with a moderating panel to ensure consistency of grade across the Council.
- It is proposed to reduce the timescales allowed within the current policy to enable a more streamlined approach to be taken regarding the JE process. It is considered that the timescales being proposed are sufficient to allow for a

transparent and fair process to be followed, whilst recognising the efficiencies that have been gained by the Charnwood HR Services team taking responsibility for the JE process. The details for the revision to timescales are outlined below.

Proposed Amendments to Timescales:

- Timeframes for notifying managers and employees of the outcome of job evaluation to reduce from 10 working days to 5 working days.
- Managers and employees appealing the outcome of a job evaluation to reduce from 20 working days to 7 working days. This will reflect the timescales within the Appeals Policy.
- Receipt of appeal – reduction from 20 working days to respond to appeal to 7 working days.
- Job Description Questionnaire (JDQ) – Management timescale to sign off a JDQ to reduce from 20 working days to 7 working days, provided there is no dispute on the content of the document.
- On receipt of an employee-initiated re-evaluation registration form, a JDQ must be returned to HR Services within 2 calendar months'. This is a reduction from 6 months'.
- If agreement cannot be reached between management and the employee(s) over the content of the JDQ the dispute procedure will be invoked. Following the dispute procedure, the employee/group will have a further 20 working days to submit the JDQ and comparator form. This has been reduced from 3 months'.
- The dispute procedure – the management and employee/group meeting should be arranged within 10 working days. This was previously set at 15 working days.
- It is further proposed that all parties required to attend a job evaluation panel will be given, as a minimum, 5 working days' notice. This was previously 10 working days'.

Trade Union Concerns

- The policy was submitted to JMTUM on the 23 January 2020. At this meeting the Trade Unions raised concerns that there is no Trade Union representation in the job evaluation stages prior to any job evaluation appeal. Trade Unions are invited to be involved in a job evaluation appeal process. Having considered this feedback, we are confident that the job evaluation process has sufficient checks and balances to ensure that the council operates a fair and robust job evaluation process and have submitted the policy, without amendment, following JMTUM.
- It was agreed at JMTUM that these concerns be raised within the Personnel Committee report for this meeting.

Job Evaluation Policy

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Purpose

This guide sets out the procedure that managers and employees must follow in order to request the evaluation or re-evaluation of a post. It also explains the implementation rules that apply when a change in grade has been agreed.

This guide forms part of the Council's pay policy and has been agreed with the recognised trades unions. It should be read in conjunction with the [Guide to the Hay Job Evaluation Scheme](#).

Scope

All posts within Charnwood Borough Council are subject to the job evaluation scheme.

Management Initiated Evaluation Requests

The following sets out the procedure that managers must follow if they wish to request the evaluation or re-evaluation of a post.

Grounds for Evaluation

There are three possible grounds for evaluation or re-evaluation:

- The creation of a new job;
- The need for a grade review has been identified (either by management due to a change in the duties and responsibilities of the post or by a job evaluation panel when a post has been put forward as a comparator under the employee initiated procedure);
- A restructuring.

Unlike new posts, existing jobs submitted for re-evaluation are likely to have post holders in place. Managers should, therefore, ensure that employees are informed that a re-evaluation of their post is going to be requested and the potential implications of this, prior to any paperwork being submitted to HR Services. Post holders should be given the opportunity to be involved in the creation of the new / revised job profile.

In the case of a restructure existing post holders are not required to be involved in the creation of new / revised job profiles as this is a duty that will be undertaken by management. Any changes to a job profile will be communicated during the consultation period of a restructure.

How to Request the Evaluation or Re-Evaluation of a Post

Managers must provide the following documentation to HR Services by email using the HR inbox (hr@charnwood.gov.uk) before a post can be considered for evaluation or re-evaluation:

- Manager initiated evaluation request form
- A job profile;
- A structure chart. In the case of restructurings, pre and post restructuring charts are required.
- A comparable job (If applicable)

When drafting the job profile, managers must consider the requirements and duties of the post rather than the qualifications, experience and/or abilities of any existing post holder(s). This is particularly important where the job profile is applicable to more than one post holder. For existing posts, the contents of the job profile should be agreed with the post holder(s). Where agreement cannot be reached, the [dispute procedure](#) will apply.

Job Evaluation Panel

Once the relevant paperwork has been received by HR Services, a job evaluation panel will be arranged to consider the post. The panel will consist of two representatives from HR Services who are trained evaluators.

The manager will be invited to attend the panel to explain the job in more detail. For existing posts, the manager may wish to be accompanied by (a maximum of 4) post holders.

In the case of existing posts, the panel may decide that the grade of the job should:

- Remain the same;
- Be upgraded; or
- Be downgraded.

Notification of Outcome

The manager will receive written confirmation of the outcome within 5 working days of the panel unless further information is required. In these circumstances, the manager will be notified that the decision has been deferred and the timescale within which the outcome will be provided. It is the manager's responsibility to advise any existing post holders of the outcome of the re-evaluation and their right to appeal this decision. The manager or post holder(s) should submit their appeal within 7 working days of receiving the written outcome confirmation, unless exceptional circumstances apply (e.g. the manager or post holder is on leave so would be unable to submit appeal within the required timescale).

If no appeal is registered by either the manager or post holder(s) within 7 working days, any change in grade can be implemented once approval has been received. For existing posts, the manager will need to complete a [variation to contract e-form](#) for each post holder.

Implementation

Where a re-evaluation results in an upgrade or downgrade of more than one grade, this suggests a significant change to the job role. In these circumstances, managers should seek advice from HR Services on how to proceed as it may be necessary to undertake an organisational change process rather than slotting in the existing post holder. In all other situations, the following implementation rules will apply:

If the post is upgraded and there is an existing post holder, the new salary will be paid with effect from the date, identified by management, when the duties and responsibilities of the post changed. This may be a retrospective date however it cannot exceed 12 months, except in exceptional circumstances. Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Where the post is new or vacant, the grade will apply from the date an appointment is made.

If the post is downgraded and there is an existing post holder, implementation will be deferred until the period of appeal has expired or an appeal has been heard. If the outcome remains

the same following the appeal, the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is earlier. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

A reduction in pay will impact on the employee's local government pension. Employees should be advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

Appeals

Where an appeal submission is received, the other party (where applicable) will be given the opportunity to submit a written response to the points raised before an appeal panel is arranged. This response must be received by HR Services within 7 working days of receipt of the other party's submission. The appeal will be heard as soon as practically possible following receipt of the appeal submission(s).

The appeal panel will consist of at least two representatives from HR Services and a trade union representative, all of whom are trained evaluators and were not involved in the previous evaluation.

The manager and, if applicable, the post holders will be invited to attend the appeal panel. No more than 4 post holders may attend the panel. All parties will be provided with a copy of the paperwork in advance of the meeting.

The manager and, if applicable, the post holder(s) will receive written confirmation of the outcome within 5 working days of the appeal panel. There is no further right of appeal.

If the post is upgraded and there is an existing post holder, the new salary will be paid with effect from the date, identified by management, when the duties and responsibilities of the post changed. This may be a retrospective date however it cannot exceed 12 months, except in exceptional circumstances. Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Where the post is new or vacant, the grade will apply from the date an appointment is made.

If the appeal confirms that the post should be downgraded, the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is earlier. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

It is the manager's responsibility to implement any change in grade by completing a [variation to contract e-form](#) for each post holder.

A reduction in pay will impact on the employee's local government pension. Employees should be advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

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Employee Initiated Re-Evaluation Requests

An employee who believes that their job profile no longer reflects the duties/responsibilities of their post should discuss this with their line manager in the first instance to see if it would be possible to submit a revised job profile using the management initiated procedure. Where this is not possible, the following sets out the procedure that employees must follow if they wish to request the re-evaluation of their post.

Grounds for Re-Evaluation

An employee or group can submit a re-evaluation request if:

- There has been a substantial increase in the duties and responsibilities of their post. Submissions that focus on an increase in the quantity of work are unlikely to result in an upgrade unless the level of responsibility has also increased;
- There is a comparable job on a higher grade, either within the same or another department. The employee will need to demonstrate how the duties and responsibilities of their post compare with those of the comparator job;

Employees who are members of a trade union are strongly advised to contact their trade union to discuss the pros and cons of submitting a re-evaluation request.

Employees are unable to request the re-evaluation of their job if:

- The post has been evaluated or been to appeal in the previous 12 months (unless the content of the job has changed significantly since it was last evaluated);
- They have been employed in the post for less than 6 months (unless the content of the job has changed significantly since the offer of appointment was made); or
- They are employed on a casual contract.

How to Request the Re-Evaluation of a Post

An employee who wishes to request the re-evaluation of their post must submit a re-evaluation registration form to HR Services by email using the HR inbox (hr@charnwood.gov.uk). In the case of group submissions, a separate registration form must be submitted by each member of the group. Employees who are members of a trade union

may submit their forms via a trade union representative. Non-trade union members must send their forms directly to HR Services.

In the case of group submissions, individual employees' registration forms will be registered from the date the first form is received by HR Services provided the other forms are all received within 20 working days of that date. Members of the group can continue to submit registration forms at any time prior to an appeal hearing taking place however these will be registered from the date each form is received by HR Services (unless they are received within the initial 20 working day period).

On receipt of the re-evaluation registration form, HR Services will write to the employee/group to ask them to complete a job description questionnaire (JDQ) and comparator form (if applicable). These must be returned to HR Services by email using the HR inbox (hr@charnwood.gov.uk) within 2 calendar months of HR writing to you. JE leads are available, on request, to provide guidance to employees on how to complete this paperwork.

In the case of group submissions, trade union assistance will only be provided to members of the group who are trade union members. Non-trade union members will have to complete their own JDQ and comparator form (if applicable).

The contents of the JDQ must be agreed by both the employee/group and management in order to proceed to re-evaluation. Where there is no disagreement, management should sign off the JDQ within 7 working days of receiving it from the employee/group. If agreement cannot be reached, the [dispute procedure](#) will apply. Where the dispute procedure is invoked, the employee/group will have a further 20 working days in which to submit the JDQ and comparator form (if applicable) to HR Services following the dispute meeting.

If the necessary paperwork is not submitted within the required timescales, a new re-evaluation registration form will need to be completed. Any subsequent upgrading will be applied from the date of receipt of this registration form, not the date the original registration form was received.

Managers must ensure that post holders who are not named on the JDQ are informed that a re-evaluation of their post is being submitted, the potential implications of this and what they need to do if they wish to request their own re-evaluation.

If an employee has submitted a JDQ to their manager for agreement but subsequently leaves the Council's employment, their request for re-evaluation may still be considered under this procedure.

Job Evaluation Panel

Once all of the necessary paperwork has been received, a job evaluation panel will be arranged to consider the re-evaluation request. The panel will consist of two representatives from HR Services who are trained evaluators.

The employee/group, their representative (where applicable) and a management representative will be invited to attend the panel to explain the job in more detail. At least 5 working days' notice will be provided. For group submissions, no more than 4 post holders may attend the panel. All parties will be provided with a copy of the re-evaluation paperwork in advance of the meeting.

Based on the information provided, the panel may decide that the grade of the post should:

- Remain the same;
- Be upgraded; or
- Be downgraded.

Where multiple job description questionnaires are submitted for the same post, separate panels will be arranged to consider each questionnaire however the composition of the panel will remain the same. The outcome of each panel will be based on the information provided by those in attendance and therefore may differ between panels. Where this is the case and management confirm that all of the employees are undertaking the same duties, the highest outcome will take precedence. However, post holders who were not part of the group who obtained this outcome will not have their salary backdated to their registration date; their new salary will take effect from the date of the job evaluation panel (or appeal panel if applicable).

Notification of Outcome

The employee/group and management representative will receive written confirmation of the outcome within 5 working days of the panel unless further information is required. In these circumstances, the employee/group and management representative will be notified that the decision has been deferred and the timescale within which the outcome will be provided.

The employee/group and management representative will be given the opportunity to appeal the outcome. Either party should submit their appeal within 7 working days of receiving the written outcome confirmation, unless exceptional circumstances apply (e.g. the manager or post holder is on leave so would be unable to submit the appeal within the required timescales, due to other commitments the group is unable to meet to complete the required paperwork).

If no appeal is registered by either side within 7 working days, the manager will be notified that any change in grade (upgraded, downgraded or remain the same) can now be implemented and that they should complete a [variation to contract e-form](#) for each post holder. With each variation e-form the manager will need to provide a copy of the new job profile which is reflective of the changes applicable to HR Services.

Implementation

If the post is upgraded, the new salary will be paid with effect from the date of registration (i.e. the date the re-evaluation registration form was received by HR Services). Employees will be appointed to the first point of the new grade from this date and normal incremental

progression will apply. Post holders who were not involved in submitting the successful re-evaluation request will be paid the new salary with effect from the date of the job evaluation panel (or appeal panel if applicable).

If the post is downgraded and there is an existing post holder, implementation will be deferred until the period of appeal has expired or an appeal has been heard. If the outcome remains the same following the appeal, the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is earlier. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

A reduction in pay will impact on the employee's local government pension. Employees are advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

Appeals

Where an appeal submission is received, the other party will be given the opportunity to submit a written response to the points raised before an appeal panel is arranged. This response must be received by HR Services within 7 working days of receipt of the other party's submission, unless exceptional circumstances apply. The appeal will be heard as soon as practically possible following the receipt of the appeal submission(s).

The appeal panel will consist of at least two representatives from HR Services and a trade union representative, all of whom are trained evaluators and were not involved in the previous evaluation.

The employee/group, their representative (where applicable) and a management representative will be invited to attend the appeal panel. No more than 4 post holders may attend the panel. All parties will be provided with a copy of the paperwork in advance of the meeting.

The employee/group and management representative will receive written confirmation of the outcome within 5 working days of the appeal panel. There is no further right of appeal. It is the manager's responsibility to implement any change in grade by completing a [variation to contract e-form](#) for each post holder. With each variation e-form the manager will need to provide a copy of the new job profile which is reflective of the changes applicable to HR Services.

If the post is upgraded, the new salary will be paid with effect from the date of registration (i.e. the date the re-evaluation registration form was received by HR Services). Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Post holders who were not involved in submitting the successful re-evaluation request will be paid the new salary with effect from the date of the appeal panel.

If the appeal confirms that the post should be downgraded the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

A reduction in pay will impact on the employee's local government pension. Employees are advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

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Dispute Procedure

The following procedure will apply in situations where management and employees fail to agree the content of a job profile or job description questionnaire (JDQ).

- Management should arrange to meet with the employee/group and their representative (if applicable), within 10 working days, to go through the JDQ or job profile in detail and to discuss the areas of disagreement. A JE Lead is available to facilitate this meeting if required and can be requested via the HR inbox (hr@charnwood.gov.uk).
- Where a JE Lead's involvement does not achieve an agreement on the job profile or JDQ and other communication channels have been exhausted, the original JDQ or job profile will be submitted to the panel for evaluation along with a submission from the other party which sets out the areas of disagreement. These must be submitted within 20 working days of the dispute meeting. Both sides will be asked to expand on the reasons for the differences at the evaluation panel.
- In many cases, the issues of concern may not have a material effect on the outcome of the grade. However, where the issues are deemed to be the difference between one grade and another, the panel will seek further clarification from the employing department on specific points that influence the grade differential. This may include, for example, the duties undertaken, supervision given and/or received, financial dimensions, qualification level or depth of experience required.
- If there is still a difference in grade after the panel has received clarification on these specific points, the information provided by management will be used to determine the grade and the reasons for this will be confirmed in the notification of outcome. If the employee/group wishes to pursue an appeal against this outcome, they can only use the outcome rationale relating to management's submission. The appeal panel will not consider any rationale relating to the employee/group's submission.

Moderating Panel

It may be appropriate for the results of a job evaluation to be shared with a moderating panel to ensure consistency of grade across the council. The panel will consist of a HR Manager and a trade union representative who have not had no prior involvement.

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Division:	
Job Title:	
Grade:	
Post Number:	
Base/Location:	
Responsible To:	<i>(Line Manager job title required)</i>
Responsible For:	<i>(Jobs supervised where applicable).</i>
Key Relationships/ Liaison with:	

Job Purpose
<ul style="list-style-type: none"> • • • Delivery of an effective and appropriate service to all service users, fairly and without discrimination.

Main Duties and Responsibilities	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	Mandatory duty that must be included for all posts – Responsible for protecting and managing information securely, and reporting breaches or suspected information security breaches, in line with Council policies.
Special Factors	
<ul style="list-style-type: none"> • The nature of the work may involve the jobholder carrying out work outside of normal working hours. 	

NO-HIP-RECORD

Delete the item below if not applicable

PLEASE REMEMBER to delete this and the following information and one of both of the bullet pointed paragraphs below before the job description is published.

ONLY ONE of the following paragraphs should appear if this post appears on the list of CBC posts eligible to be checked by the Disclosure and Barring Service (DBS) on the intranet. If the list shows that the post does not require a criminal records check please delete both paragraphs as it is a criminal offence for them to remain in the published document. If the list shows that the post requires a criminal records check please delete the paragraph which does not apply.

- This post is eligible for a DBS check under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (i.e. it involves certain activities in relation to children and/or adults) and is defined as regulated activity under Part 1 of the Safeguarding Vulnerable Groups Act 2006. Therefore a **DBS enhanced check for a regulated activity (includes a barred list check) is an essential requirement.**
- This post is eligible for a DBS check under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (i.e. it involves certain activities in relation to children and/or adults) and defined as regulated activity under Part 1 of the Safeguarding Vulnerable Groups Act 2006 before the coming into force of section 64 of the Protection of Freedoms Act 2012 on 10th September 2012. Therefore a **DBS enhanced check (without a barred list check) is an essential requirement.**

This job description sets out the duties and responsibilities of the job at the time when it was drawn up. Such duties and responsibilities may vary from time to time without changing the general character of the duties or the level of responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the job.

Charnwood Borough Council is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

Date Prepared/Revised:

Division:	
Job Title:	
Grade:	
Post Number:	

	Essential	Desirable	How assessed
Qualifications Or Demonstrable experience identified within the section below.	✓	✓	App/Doc App/Doc
	✓		App/Int
Experience	✓	✓	App/Int App/Int
Skills/Knowledge (CUSTOMER FACING ROLES ONLY) The ability to converse at ease with customers and provide advice in understandable spoken English is a requirement of the post.	✓		App/Int
		✓	App/Int
Interpersonal Skills	✓	✓	Int
Other requirements An understanding of, and commitment to equal opportunities, and the ability to apply this to all situations. Must be able to perform all the duties and tasks of the job with reasonable adjustments, where appropriate, in accordance with the provisions of the Equality Act 2010.	✓ ✓ ✓		App App/Int

Key: App = Application form Test = Test Int = Interview	Pre = Presentation Med = Medical questionnaire Doc = Documentary evidence (e.g. certificates)
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Prepared by:	Date:
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NON-CUSTOMER-FACING

NOTES

If it is a new post or an existing post that has substantially changed, a copy of the job description and person specification must be sent to Human Resources, email hr@charnwood.gov.uk, in order for the post to undergo Job Evaluation for grading.

Person specifications must not include any reference to years of experience, attendance record and appearance or any other requirement that could be perceived as discriminatory.

Guidance on completing the person specification

In general, person specifications should include details of:

1. Qualifications - Qualification requirements which are not necessary to undertake the job should be avoided, as they are potentially discriminatory. The use of professional or academic qualifications should be avoided where they are not demonstrably and genuinely needed to undertake the job. Instead appropriate testing should be used to gather information on a candidate's abilities. The challenge is to be very specific about the skill or level of skill required to carry out the post and then to test for it. Evidence of appropriate skills, knowledge and experience should be considered as an alternative. Where a qualification is necessary, an equivalent qualification should also be taken into account e.g. qualifications gained overseas or National Vocational Qualifications.

The use of basic Maths or English qualifications as evidence of relevant numeracy or literacy skills is a commonly included criterion that should be considered very carefully before inclusion in a person specification. These criteria could be seen to discriminate against persons who have acquired similar levels of skill through experience and vocational training. Furthermore an academic qualification is no guarantee that the applicant will have the particular skills needed.

Some exceptions to this rule would be:

- Where a national qualification standard has been adopted by the Council with which it must comply.
- Where there is a statutory requirement for persons to be appropriately qualified in order to perform their function, e.g. Solicitors.
- Where it would be unrealistic to test a body of knowledge on account of its scope e.g. Education, Engineering etc, and where it is reasonable to rely on that professional qualification as evidence of competence.

Recruiters must always challenge the inclusion of academic qualifications in person specifications. If in doubt you should seek advice from HR.

2. Experience - Consider the type of experience required (if any). Also consider what types of experience may be valid, e.g. voluntary work.
3. Skills/Specialist Knowledge - Is there any specialist knowledge or skills required, e.g. management competencies, Surveying, Accounting or IT.
4. Interpersonal Skills - What 'people' skills are required for effective performance in the job, e.g. communication, listening, negotiation, counselling skills.
5. Other Requirements

The 2 requirements shown must always be included. There may also be other requirements that are necessary for the particular job e.g. "To be able on occasion to work outside normal office hours", "To be able to travel throughout the Borough, (may be using

own transport)", etc. You must not refer to appearance or attendance record or include any other requirement that could be perceived as discriminatory.

6. New English Language Requirement for Customer Facing Roles

Following the introduction of the Immigration Act 2016, all public sector employees in customer facing roles must be able to speak fluent English. The legislation only applies to roles which work directly with the public (e.g. customer services). It does not apply to workers employed directly by a private or voluntary sector provider of a public service.

Managers should ensure that the relevant wording from the job profile template is included in the person specifications and job adverts for these roles.

Employee Re-Evaluation Registration Form

If you would like to register a request to have your post re-evaluated, please complete sections one to three below, in block capitals, and return your form by email to hr@charnwood.gov.uk.

SECTION ONE - YOUR PERSONAL DETAILS	
Surname:	First Name(s):
Title:	Personal Reference Number:
Home Address:	
Email Address:	Telephone Number:

SECTION TWO - DETAILS OF THE POST TO BE RE-EVALUATED	
Job Title:	Existing Grade:
Department:	Section:
Work Base:	Date Appointed:

SECTION THREE - GROUNDS FOR RE-EVALUATION (Please tick relevant reason)	
There has been a substantial increase in the duties/responsibilities of the post	
There is a comparable post on a higher grade	
Are you registering as part of a group re-evaluation?	Yes / No

DECLARATION - I understand that by signing this form I am accepting the fact that the panel may decide that the grade for my job could remain the same, be upgraded or be downgraded. I also understand that my salary and associated terms and conditions could change dependent on the outcome.	
Signed:	Date:

For HR use only:

Date Received:

Date of Previous Evaluation:

Excluded? Yes / No

Evaluation Reference:

Employee Initiated Requests

An employee decides they wish to have their job re-evaluated. This may be as part of a group if there is more than one post holder or individually.

If the job has changed and the line manager fully supports a re-evaluation, follow the manager-initiated request procedure.

Manager completes the following paperwork and forwards it to hr@charnwood.gov.uk;

- Manager Initiated Evaluation Request Form
- Job profile (using new template)
- Structure chart demonstrating where the sits in the wider team.
- Consider if there are any comparable jobs within your structure and provide details.

Requesting a grade review

Employee(s) completes an Employee Re-evaluation registration form and provides reason(s) for request from the following;

- There has been a substantial increase in the duties/responsibilities of the post.
- There is a comparable post on a higher grade.

If part of a group request, each employee must complete a separate registration form.

Employee sends form to hr@charnwood.gov.uk;



HR Services check and acknowledge receipt of paperwork.



HR services **sends the following documents to the employee:**

- An inclusion letter including a 2-month deadline for returning documents,
- a blank Job Description Questionnaire (JDQ) and
- a comparator form (if they have stated the reason for evaluation is that there is a comparable post on a higher grade).



Employee(s) completes relevant paperwork and obtains sign off from their line manager and a member of the Departmental Management team before returning to hr@charnwood.gov.uk within the **2 month deadline**.



HR Services will contact the employee(s) and manager to arrange a suitable time and date for the panel. An employee may also invite a Trade Union representative if they wish.

A calendar invite will then be sent to all those attending confirming the date, time and location of the panel meeting.



On the day of the Panel, the manager should provide an overview of the job and how it fits within the wider department and the employee will be able to expand on the overview and discuss specific areas of the role including work examples. The evaluators may ask questions for clarification throughout the meeting.



Within **5 working days** of the panel, HR services will email the employee(s) and manager confirming the outcome of the evaluation panel and include the Rationale which explains how they scored the role.



Agreement with the outcome

The manager completes any follow up action including;

- Submitting a [variation to contract e-form](#).
- If there is a change to grade, then management to complete DD process to update i-Trent.
- Changes to job profile to be made to reflect information contained within JDQ Once completed this should be forwarded to hr@charnwood.gov.uk.

Disagreement with the outcome

If the manager or the employee(s) are in disagreement with the outcome of the panel they must complete an Appeal Registration Form and return it to hr@charnwood.gov.uk within **7 working days** of receiving the outcome.

Please note; any change to grade cannot be progressed if the post holders wish to lodge an appeal.



HR Services acknowledge receipt of appeal registration form and arrange an appeal panel.

Employee Procedure - Comparator Form

Please complete this form, in block capitals, and return it, along with your completed job description questionnaire, by email to hr@charnwood.gov.uk.

Your Job Details

Post Title:

Existing Grade:

Comparator Details

I believe that my post is comparable to the following higher graded post(s):

Grounds for Comparison (Please continue on a separate sheet if necessary)

Please provide details of how the duties and responsibilities of your post compare with those of the comparator job description:

Declaration - I confirm that the above information is correct to the best of my knowledge

Name:

Date:

Manager's Comments (Please continue on a separate sheet if necessary)

--	--

Signed:

Name:

Post Title:

Date:

How the Job Evaluation Appeal Panel will run

The order of the hearing will be as follows:

The panel members will introduce themselves and the panel will invite those attending the panel to also introduce themselves if required.

The panel will explain how the 'Appeal' panel will run and will check all presents understand the process.

The panel will invite the initiating party to expand on their appeal submission. The panel may ask questions for clarification.

The panel will invite the responding party to expand on their response to the appeal submission (if applicable). The panel may ask questions for clarification.

The panel will then ask if there is anything further that the employee/group and/or the management representative wish to bring to the panel's attention.

The employee/group, their representative (if applicable), and the management representative will all withdraw.

The appeal panel will re-evaluate the job on the basis of the information provided and all relevant parties will be informed of the outcome within 5 working days of the panel date.

The only exception to this will be if the panel requires further information in which case they will adjourn and reconvene when this information is available. In such circumstances all relevant parties will be notified that the outcome of the panel has been deferred and the timescales in which it will be reviewed.

A brief adjournment may be requested at any time by anyone attending the meeting or the panel to consider new or complex information or to restore composure.

How the employee-initiated job re-evaluation panel will be run

The order of the hearing will be as follows:

The panel members will introduce themselves and the panel will invite those attending the panel to also introduce themselves if required.

The panel will explain how the 'Employee Initiated' panel will run and will check all presents understand the process.

The panel will invite management's representative to provide an overview of the departmental context of the job and any specific local information relevant to it. The panel may ask questions for clarification.

The panel will invite the employee/group and trade union representative/work colleague to expand on the overview, JDQ and other relevant paperwork. The panel may ask questions for clarification.

The panel will ask management's representative or the line manager if there is any further information on the JDQ, etc. that they feel is relevant. The panel may ask questions for clarification.

The panel will then ask if there is anything further either the employee/group or management wish to raise in case the panel's questions have made them think of anything further.

The employee/group, trade union representative/work colleague, management's representative and line manager (if applicable) will all withdraw.

The panel will re-evaluate the job on the basis of the information provided and all parties will be informed of the outcome within 5 working days of the panel date.

The only exception to this will be if the panel requires further information in which case they will adjourn and reconvene when this information is available. In such circumstances the management representative will be notified that the outcome of the panel has been deferred and the timescales in which it will be reviewed.

Either the jobholder(s) (or his/her Trade Union Representative/Work Colleague) or the Departmental Representative may ask the Chair for a brief adjournment at any time during the panel e.g. to consider new or complex information or to restore composure.

How the management-initiated job evaluation panel will be run

The order of the hearing will be as follows:

The panel members will introduce themselves and the panel will invite those attending the panel to also introduce themselves if required.

The panel will explain how the 'Manager Initiated' panel will run and will check all presents understand the process.

The panel will invite the management representative to provide an overview of the post and how it fits within the wider department including any specific local information pertinent to the role. The panel may ask questions for clarification.

If applicable, the panel will invite the post holder(s) to expand on the overview, and other relevant paperwork. The panel may ask questions for clarification.

The panel will ask the management representative and post holder(s) (if applicable) if there is any further information they feel is relevant. The panel may ask questions for clarification.

The panel will ask if there is anything further the management representative or post holder(s) (if applicable) wish to raise in case the panel's questions have made them think of anything further.

The panel will bring the meeting to a close and the management representative and post holder(s), (if applicable) will withdraw.

The panel will re-evaluate the job on the basis of the information provided and the management representative informed of the outcome within 5 working days of the panel date.

The only exception to this will be if the panel requires further information in which case they will adjourn and reconvene when this information is available. In such circumstances the management representative will be notified that the outcome of the panel has been deferred and the timescales in which it will be reviewed.

A brief adjournment may be requested at any time by anyone attending the meeting or the panel to consider new or complex information or to restore composure.

2. JOB DIMENSIONS

Financial Responsibility	
Are you a formal budget holder or cost centre manager?	Yes / No
If no, do you have a budget informally delegated to you?	Yes / No
What is the annual value of the budget?	
Revenue (gross): £	Capital: £
	Income: £
What is the nature of your responsibility for the budget (e.g. authority to spend without reference to senior manager, monitor spend or advisory)?	
If you are not a budget holder, what other links, if any, does your job have with money/financial resources (e.g. handling cash, imprest holder, dealing with contracts)? Please include the gross annual value.	

Supervision	
How many employees (total headcount) do you supervise directly?	
What is the frequency and content of the supervision contact you have with these employees?	
What is the frequency and content of the supervision contact you have with your manager?	

3. POST DUTIES

Please include a **concise** list of the **main duties** which **summarise** the job as it now exists.

Duty	% time on each duty	Priority of duty
Total	100%	

4. WORK EXAMPLES

Please give 3 practical examples of decision-making arising from the main duties you have listed in Section 3.

Example One:

Example Two:

Example Three:

5. TEAM STRUCTURE

Please draw or attach a structure chart to show your post, your immediate manager, his/her manager, colleagues who also report to your manager and employees who report directly to you (if any), giving job titles (without grades). Your manager will be able to help you complete this section if necessary.

6. KNOWLEDGE AND EXPERIENCE

What qualifications, training, skills, and life/work experience are **essential** for the post? Please note that these may not be the same qualifications, etc. that you hold. Your manager will be able to help you complete this section.

Qualifications	
Academic	
Professional	
Technical	
Vocational	

Relevant Skills

Relevant Life/Work Experience

7. ADDITIONAL WORK ELEMENTS

This section should only be completed where the job contains one or both of the elements to a greater extent than would normally be found in an office environment.

Physical Effort	
The job requires: (please tick the most appropriate option)	
Physical strength, endurance, working in awkward positions occasionally throughout the day	
A degree of physical effort is a frequent element of the job at periods throughout the day	
Physical activity is a dominant feature of the post and is continuous throughout the day	

Working Environment	
Are you required to wear protective clothing?	Yes / No
The job requires: (please tick the most appropriate option)	
Some unfavourable conditions - generally in a comfortable environment but regular exposure to unpleasant odours, temperatures etc.	
At times unpleasant, frequent exposure to temperature variations / extremes, fumes, loud noise	
High level of unfavourable conditions, constant exposure which causes discomfort	

8. ADDITIONAL INFORMATION

Please explain any aspects of your job which you think may not be adequately covered in previous sections and which you believe are important to understanding your various duties.

9. DECLARATION

I/we confirm that the contents of this job description questionnaire are an accurate reflection of the requirements of this role

Signed:

Date:

I/we attach a copy of the current job profile (if available)

Yes / No

If you are submitting this request as part of a group, please list the names of all members of the group covered by this questionnaire:

10. MANAGEMENT APPROVAL

Line Manager Approval - I agree that the contents of this job description questionnaire are an accurate reflection of the requirements of this role

Signed:

Name:

Post Title:

Date:

Are there any post holders whose names are not listed above?

Yes / No

If yes, please list the names of these employees:

Does this post exist within other teams, either within or outside of your service area?

Yes / No

If yes, please provide details:

DMT Approval - I agree that the contents of this job description questionnaire are an accurate reflection of the requirements of this role

Signed:	Name:
Post Title:	Date:

Please return your completed job description questionnaire by email to hr@charnwood.gov.uk.

GUIDANCE NOTES FOR THE COMPLETION OF THE JOB DESCRIPTION QUESTIONNAIRE

The questionnaire has been designed to enable you to provide factual information about your job that is necessary for job evaluation. It is important that the questions are answered thoroughly. Depending on the nature of your job, you may find that you do not need to answer certain questions, so leave these sections blank. Your answers should describe your job **as it is now**, not as it should be or might be in the future.

1. Job Purpose

This should be a concise and accurate statement of why your job exists. It should summarise the overall role of your job. One sentence should be sufficient. You may find it useful to refer to your current job profile as this will include a statement regarding your job's purpose.

2. Job Dimensions

Use this section to identify in a quantitative way the significant areas upon which your job has an impact, either directly or indirectly. Leave blank any questions that do not apply to your job.

- **Financial Responsibility** - Indicate in terms of gross annual sums of money relevant figures such as budgetary responsibility, operating costs, income, project costs, salary cost for subordinates, equipment costs. Use your latest budget figures.
- **Supervision** - Where applicable, identify the number of employees reporting to you directly. Indicate the nature of supervision you receive from your manager.

3. Post Duties

This section should contain all of the main duties which the post holder is required to undertake as part of the job. The object of statements under this heading is to identify as clearly as possible the key challenges of your job. You may find that reference to the current job profile will help with this task.

A duty/responsibility is a recognisable (i.e. 'stand-alone') element of the job and may involve several sub-elements which you might commonly refer to as tasks. It follows that it is not always easy to decide where the dividing line between a task and a duty should be drawn. A useful test is to bear in mind how job profiles are set out. It is suggested that it would not be helpful for prospective applicants to receive initially a lengthy list of separate tasks. This is likely to confuse people. What they will be looking for is a concise list of duties which summarise the job. In short, a series of statements, which, put together, enable them to understand exactly what the job involves.

Well-structured jobs will have between 4 and 8 main duties (i.e. distinct responsibilities). Each duty's statement should be started with an action verb. You may find the following list of action verbs useful:

Policy Jobs	Management	Specialist	Specific	General*
Approve	Achieve	Analyse	Check	Administer
Authorise	Assess	Appraisal	Collate	Assist
Define	Ensure	Enable	Distribute	Control
Determine	Identify	Forecast	Issue	Liaise
Develop	Implement	Interpret	Obtain	Manage
Direct	Improve	Justify	Operate	Supervise
Establish	Maintain	Propose	Provide	
Plan	Monitor	Recommend	Submit	
Prepare	Review	Support	Supply	

* These general verbs are considered imprecise and where possible you should try to use more precise action verbs.

The following are examples of duty statements:

- Drive a vehicle to transport service users between locations;
- Formulate and gain acceptance of annual budgets;
- Maintain filing and/or record systems;
- Establish and maintain a staff suggestion scheme.

Although the order in which duties are listed is not critical, it would be helpful if an indication could be given of the amount of time (in percentage terms) the post holder spends on each duty. Additionally, please attach a priority to each main duty; priority 1 being the most important. If you are unable to differentiate, award the same priority level.

Factors to Consider

- I. Have all main duties been included? Are there any major 'one-off' duties which, although important, only arise occasionally or seasonally? Preparation of a budget is a prime example.
- II. Have duties been defined sufficiently widely to encompass the entire range of work that is likely to arise? This is important for senior posts and for those where flexibility is required. If the complete range of main duties cannot be accommodated within the 8 stipulated, then further statement(s) may be added.
- III. Is it possible to distinguish - on a practical level - between duties and 'responsibilities'? For instance, while an officer may have a duty of preparing reports, responsibility for the report may rest with a more senior officer who checks it and carries ultimate responsibility for the content of the document. In this case it would be more accurate for the jobholder to define the duty as, "preparing draft reports".

4. WORK EXAMPLES

Please describe the nature and frequency of decisions you are required to make in the exercise of your duties (3 examples, ideally).

5. TEAM STRUCTURE

Information included here should give others an accurate impression of your job and how it fits into the organisation. Draw or attach a copy of a current organisation chart and use this space to identify the titles of any jobs (without their grades) which report directly to you.

6. KNOWLEDGE AND EXPERIENCE

It is important to record here the knowledge, skills and experience required by the **job** as distinct from the knowledge, skills and experience you may have personally. This section is designed to bring out the essential background and experience. Formal qualifications are, in general, less important unless specific to your job.

7. ADDITIONAL WORK ELEMENTS

Complete this section only where your job contains one or both of the following elements to a greater extent than would normally be found in an office environment.

- I. **Physical Effort and/or Strain** - This takes account of effort by or strain on any part of the body as a result of activities such as lifting, bending, stretching, repeated movements and working in awkward or uncomfortable positions.
- II. **Working Environment** - This takes account of unfavourable environmental conditions encountered by the job holder in performing the job to the required standard. This covers, for example, dirt, heat, cold, fumes, steam, moisture, noise and direct physical contact with unpleasant substances.

8. ADDITIONAL INFORMATION

Briefly identify any aspect of your job which you feel has not been adequately covered in previous sections and which you feel is important in understanding your job.

9. DECLARATION

Once you are satisfied that the information contained in the questionnaire properly reflects your job, then sign it off to indicate that it is accurate and complete.

10. MANAGEMENT APPROVAL

The questionnaire must be approved by your manager and a member of your Departmental Management Team before it can be submitted for re-evaluation. The information contained in the questionnaire will be the basis of the job's evaluation.

Where you and your manager are unable to agree on the contents of the questionnaire, the Dispute Procedure set out in the Job Evaluation Guidance will apply.

Appeal Registration Form

Post Title:	Department:
Date of Evaluation:	Evaluation Outcome:

Grounds for Appeal

Please identify below the factor level descriptions shown on your notification of outcome with which you disagree. Please state your views on why you consider the evaluation has not fully taken into account these aspects of your job. Please continue on a separate sheet if necessary.

Declaration - I confirm that the above information is correct to the best of my knowledge

Name:	Date:
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Manager's Response (Please continue on a separate sheet if necessary)

Signed:	Name:
Post Title:	Date:

Please return your completed appeal registration form by email to hr@charnwood.gov.uk.

Manager Initiated Evaluation Request Form

If you would like to request the evaluation of a new post or the re-evaluation of an existing post, please complete and return this form by email to hr@charnwood.gov.uk attaching a copy of the job profile and current structure chart.

SECTION ONE - DETAILS OF POST TO BE EVALUATED

Job Title:	
Existing Grade:	Existing Position Number:
Department:	Section:
Name(s) of post holder(s):	

Please note that if the post has existing post holders, the job profile should be discussed and agreed with these individuals before it is submitted for re-evaluation, except in the case of restructurings.

SECTION TWO - REASON FOR EVALUATION (Tick one box only)

Please note that for existing job profiles that have been amended, the relevant changes must be clearly identifiable through the use of tracked changes.

New post	<input type="checkbox"/>	Grade review required	<input type="checkbox"/>
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SECTION THREE - POST(S) SUPERSEDED OR MADE OBSLETE BY THIS POST

Job Title:	Grade:
Job Title:	Grade:

ANY COMPARABLE JOBS IN YOUR AREA

Please provide a copy of the job profile if applicable

Job Title:	Grade:
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SECTION FOUR - JOB EVALUATION PANEL ATTENDEES

Please provide the name(s) and post title(s) of those who will be attending the JE panel. For existing posts, you may wish to be accompanied by (a maximum of 4) post holders.

--

YOUR DETAILS

Name:

Job Title:

Telephone Number:

Date:

Management Initiated Requests

Manager identifies whether the evaluation is for a;

New Post

Once agreement has been obtained, Manager completes the following paperwork and forwards it to hr@charnwood.gov.uk;

- Manager Initiated Evaluation Request Form
- Job profile (using new template)
- Structure chart demonstrating where the new post will sit in the wider team.
- Consider if there are any comparable jobs within the department and provide details.

Grade Review

(i.e. the request is to evaluate one of the following;

- Changes, updates to existing role.
- A new role based on an existing job description)

Manager completes the following paperwork and forwards it to hr@charnwood.gov.uk;

- Manager Initiated Evaluation Request Form
- Job profile (using new template) which clearly shows the proposed amendments to the existing job profile via track changes
- Structure chart

Please note the following must also be completed;

- **If the post has existing post holders, the job profile should be discussed and agreed with these individuals before it is submitted for re-evaluation (apart from restructures).**
- **Any cost implications associated with the regrading of a role must be discussed and agreed with HOS.**

Restructure

Manager completes the following paperwork and forwards it to hr@charnwood.gov.uk;

- Manager Initiated Evaluation Request Form
- Job profile (using new template)
- Current and proposed structure charts.



HR Services acknowledge receipt of paperwork.



HR Services contact the manager to set up job evaluation panel.



Manager confirms they will be attending and the names of any existing post holders (if a grade review) who will also be in attendance at the panel.



HR services sends all those attending a calendar invite, confirming the date, time and location of the panel meeting.



On the day of the Panel, the manager should provide an overview of the job and how it fits into the wider department. If existing post holders are present, they will also be given the opportunity to explain the role. The evaluators may ask questions for clarification throughout the meeting.



Within **5 working days** of the panel, HR services team will email the manager to confirm the outcome of the evaluation panel and include the Rationale which explains how the role was scored.



Upon receiving the outcome, the Manager informs any post holders of the result of the panel and decides whether they (and the existing employees, if applicable) are in;

Agreement with the outcome

The manager completes any follow up action including;

- completing a [variation to contract e-form](#) and delegated decision request if there has been a change to grade for existing staff.
- completing the recruitment process if it is a new post.
- forwarding a final copy of the job profile to the evaluators if amendments were requested during the panel meeting.

Disagreement with the outcome

If either the manager or existing employees are in disagreement with the outcome of the panel they must complete an Appeal Registration Form and return it to hr@charnwood.gov.uk within **7 working days** of receiving the outcome.

Please note; any change to grade for existing post holders cannot be progressed if the manager or the post holders wish to lodge an appeal.



HR Services acknowledge receipt of appeal registration form and arrange an appeal panel.