

## **Job Evaluation**

### **Dealing with staff reactions in schools**

#### **Supporting information for headteachers and line managers**

As headteachers are aware, from 5<sup>th</sup> February 2007 notifications will be going out to school support staff confirming the grade for their job following the 'best fit' exercise. Even though you have made staff aware of where their job grade is likely to be placed, you can expect that once staff receive the information in writing, there will naturally be some reaction. The many initiatives that follow on from the national agenda often result in heads dealing with sensitive staffing issues and with staff that are experiencing a range of emotions and this is particularly difficult when it affects pay.

Headteachers are only too aware that in these situations it is important to maintain an impartial response when staff wish to discuss the outcomes. Heads have and are continuing to successfully implement the restructuring of the school under the Workforce Agreement and are therefore aware of the reactions of some members of staff; some may be more extreme and confrontational than you would have expected whilst others may just want to go away and think about things for a while.

Heads will know that when staff do approach to discuss their concerns, it should be made clear to them that no notes will be taken of the conversation without their agreement and that they should feel free to express openly how they feel.

A helpful strategy for headteachers in reassuring staff is to remind staff that Job Evaluation is about evaluating jobs, not individuals, that the outcome is not a personal reflection of their ability to do a job, rather a reflection of the responsibilities of the post within the organisation.

A special helpline has been put in place for headteachers from 29<sup>th</sup> January to 2<sup>nd</sup> February to provide assistance with the implementation of Job Evaluation. This will cover advice from personnel officers on dealing with staff reactions as well as a link to a Job Evaluation analysis for expert advice on the scheme and implications. Staff will also be able to ring the general Job Evaluation helpline from 5<sup>th</sup> February. The helpline number is 01392 388888. There is also information in the Job Evaluation Information Booklet.

Heads can also advise staff to contact their trade union for support as well as offering the services of Devon County Council's counselling service.

Heads are aware that an appeals process is in place for schools. However ideally most issues may be able to be resolved through discussions with staff and by raising queries with the Job Evaluation team. Heads should be clear on the grounds that appeals can be lodged and thereby avoid giving false hope that an appeal can change the decision.

Finally, headteachers themselves may need further support to manage the process (additional to the helpline) and therefore the Headteacher Support Service on 01579 347950 is available for heads to contact regardless of whether or not they subscribe.

## **Job Evaluation Questions and Answers for headteachers and line managers in schools**

### **Introduction**

The following cover further queries you may have about supporting members of your staff following Job Evaluation notification. There are also some general questions and answers which provide background information to the project at Devon County Council.

### **What are the benefits of Job Evaluation?**

Job Evaluation aims to tackle inequalities in the workplace by rewarding equal pay for work of equal value. It focuses on the requirements for the job and not the individual and establishes a fair and equal pay and grading structure to ensure that all jobs are evaluated in the same way.

### **What if a member of staff didn't receive an Information Booklet?**

Please contact the Job Evaluation helpline on 01392 388888 to obtain copies of the booklet.

### **When will staff receive their notification letters?**

The personal notification letters will be sent to school support staff week commencing 5<sup>th</sup> February.

### **How will they get their letters?**

These will be sent through the payroll despatch system so people will receive them in the same way as they normally receive their payslips. Please ensure that all staff are aware of this.

### **What do I do if a member of staff doesn't get a letter?**

Every effort will be made to ensure that individuals receive their letters. However, if any staff do not receive a letter they should be asked not to worry and reassured that it will be looked in to immediately. Please contact the Job Evaluation helpline on 01392 388888 or email [jobeval@devon.gov.uk](mailto:jobeval@devon.gov.uk) for further advice.

### **Will there be protection arrangements for red circled staff?**

Staff whose jobs are red circled will be entitled to full pay protection for three years (up to the end of April 2010 for school support staff). You will be encouraged to offer support, training and development opportunities will also be provided with the aim of moving employees out of the red circle wherever possible.

**What will this training involve?**

In conjunction with the The Central Placement Unit schools will be encouraged to provide support to red circled employees to enable them to come to terms with the change and help them, where possible, secure a post out of the red circle.

**What counselling services will be available for staff?**

Counselling services will be offered through the Wellbeing @ Work service.

**What if staff wish to appeal?**

Details of the schools' appeals procedure have been sent to all schools. If you haven't received a copy please contact the Job Evaluation helpline on 01392 388888.

**What if staff have an increase in pay but feel they should have received more?**

Job Evaluation evaluates jobs not individuals and ensures that the County Council has a fair pay and grading structure. Staff who are green circled will not only receive an increase in salary they will also receive up to six years' equal pay compensation, depending on meeting certain criteria, and one year's pay arrears.

**What are the equal pay compensation arrangements?**

Equal pay compensation will be offered, depending on the relevant length of service in the post, up to a maximum of six years. Staff will need to have been in the same post immediately before 1<sup>st</sup> April 2006.

**What about back pay?**

If staff are due an increase in pay they will receive one year's pay arrears for the time between the effective date of 1<sup>st</sup> April 2006 and the implementation date of 1<sup>st</sup> April 2007.

**I am worried about the morale of my staff. What can I do to support and reassure them?**

Make it clear to staff that Job Evaluation is not about the individual and their ability to do their job. It is about evaluating the responsibilities of posts across the organisation and tackling inequalities in the pay structure.

For those who are red circled, talk them through the protection arrangements, training and additional support and advice available to them and listen to other concerns they may have.

**If a large number of my staff experience an increase in pay, how will this be paid for?**

Day one increases in salary will come out of the school budget. The 12 month arrears costs will be met through an aggregated change to the direct school grant. The cost of up to six months' compensation will be covered by Devon County Council, subject to the outcome of the County's capitalisation request. If you have any further concerns or queries please contact your school finance officer.

**Staff have asked me if Council Tax will increase to pay for Job Evaluation. Will this be the case?**

No, as day one costs will be met through efficiency savings and a transition fund. Devon County Council also has an application in to central Government for funds to cover the compensation payments.

**What about staff whose jobs have changed since Job Evaluation began?**

A Job Evaluation maintenance team will be set up to evaluate jobs as they change and they will review these roles after the Job Evaluation project has been completed.

**Who do I go to for more help and advice?**

Please contact the Job Evaluation helpline on 01392 388888 or email [jobeval@devon.gov.uk](mailto:jobeval@devon.gov.uk) or call the Headteachers Support Service on 01579 347950.

**Job Evaluation background information**

**Where does Job Evaluation originate from?**

Stemming from the Single Status Agreement in 1997 which committed all local authorities to review their local pay arrangements, and historically from the Labour Party manifesto of 1979, the central Government directive to pursue equal pay resulted in a national programme of Job Evaluation.

This was reinforced in 2004 with the National Joint Council's Pay Agreement whereby all local authorities had to implement equal pay by April 2007.

**How has this worked in Devon?**

As a result of the national agreement, the Single Status Working Party was created and began work on the Job Evaluation project. In early 2003 a dedicated, full-time Job Evaluation team was appointed to gather benchmarking information, create and issue Job Evaluation questionnaires to staff and organise evaluation panels. Panels consisted of Trade Union representatives, County staff and members of the Job Evaluation team.

Because of the diverse range of jobs within schools, and because it was felt that schools would be best placed to understand the levels of responsibilities for these jobs, job profiles were released to schools for each member of staff to be 'best fitted' to a job description. These results were then quality assessed by the Job Evaluation team to produce the final results for individual schools.

Importantly, the project has the full support of the Trade Unions – UNISON, GMB and TGWU – and joint working has been vital to the successful progress of Job Evaluation at the County Council.

**Is there a particular Job Evaluation scheme Devon County Council is using?**

Devon County Council is using the Greater London Provincial Council (GLPC) evaluation scheme which is recognised by authorities as a robust, comprehensive process, most appropriate for the work of the County, and a scheme that has Trade Union support and complies with equal pay and single status requirements.

**How many staff have been affected?**

Around 17,000 NJC workers, including non-teaching staff in Devon schools (other than voluntary aided and foundation), have been affected by Job Evaluation. Of these, 7,878 are support staff in schools.