
Report To:	Policy & Resources Committee	Date: 22 September 2009
Report By:	Head of Organisational Development and Human Resources	Report No: HR/21/09/AW
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Subject:	Job Evaluation – Appeals Procedure	

1.0 PURPOSE

- 1.1 The purpose of this report is to present the job evaluation appeals procedure to the Committee with a view to seeking approval to implement the procedure as soon as practicable for formal appeals. The report also identifies the additional resources required for the duration of the project.

2.0 SUMMARY

- 2.1 The job evaluation scheme recently introduced provides a facility for employees to appeal against their job's grade.
- 2.2. National guidelines for the reasonable functioning of the appeals process accompany the job evaluation scheme, however, it is important to recognise that these guidelines can be adapted locally. The final process adopted should account for local conditions and be established by consultation and negotiation with trade union colleagues. The Appeals Procedure drawn up for Inverclyde Council satisfies these principles. (Appendix 1).
- 2.3 That to ensure the integrity of the Pay and Grading Scheme introduced by the Council on the 18 August 2008 is maintained, the appeals procedure must be seen to be fair and equitable to all parties.

3.0 RECOMMENDATIONS

The Committee is asked to agree:

- 3.1 That the additional resources required to manage the project and the cost of the panel members' training be funded from an earmarked reserve set aside by the Chief Financial Officer.
- The creation of a temporary post of Advisor to the Panel graded I (£30,250-£33,085) for 3 days at a cost of £29,019 for the duration of the project of 15 months
 - The requirement for temporary administrative support staff graded D (£15,704-£17,170) at a cost of £25,458 for the duration of the project of 15 months

- That there will be training costs required for the panel members and the trades union representatives at a cost of £4,000
 - Additional costs for administration, other services and legal services of £15,000
- 3.2 That the panel size is limited to 3 and that 8 management representatives be appointed from Services comprising 4 at Head of Service level and 4 from Service Manager level. Of the 8 identified managers, the Head of Organisational Development and Human Resources and Human Resources Manager (Operations) will be members of the team. In addition, around 12 trades union colleagues will be trained.
- 3.3 That the appeals procedure outlined in Appendix 1 is agreed and that it commences immediately.
- 3.4 That the process and frequency of panel meetings be agreed as per the proposal in section 5.2 of this report.

Head of Organisational Development
and Human Resources

4.0 BACKGROUND

Introduction

- 4.1 A new grading and pay model was introduced on the 18th of August 2008. From that date employees were entitled to submit an appeal against the grade set for their job. Such appeals were submitted using a standard pro forma, and lodged by Monday the 27 October 2008.
- 4.2. Following the receipt of all appeals the attached procedure (Appendix 1) takes over. This procedure has been developed taking account of :

National guidelines;
Best practice from other authorities;
Consultation with trade unions; and
Cognisance of local conditions

- 4.3. The panel members selected will be required to commit to the project. Best practice suggests that appeals are heard over 2½ days a week and only every second week. The “free” week is required for the panel to prepare for the approaching appeals and will require another two and a half days commitment from panel members.

The number of submitted appeals is approximately 650 employees (less than 20% of the job population). Factoring in group appeals this equates to the panel considering around 275 appeals (individual and groups). It is anticipated that the appeals panel could cope with 4 a day which would equate to perhaps 10 every two weeks. The whole process will therefore take approximately 1 year not accounting for delays. The formal appeals panel process is likely to run until at least October/November 2010.

Process/Issues

- 4.4 Consideration was given to running multiple panels however, this was rejected on the following grounds:
- Consistency
 - Number of senior officers required

One of the major difficulties when running 2 panels is where they are both considering posts of a similar nature this can then lead to inconsistency. Experience from other Councils is that panels can spend as much time meeting to discuss what they are doing as hearing appeals.

- 4.5 An alternative and quicker method of hearing appeals would be for the panel to sit full time thus increasing the number of appeals to 20 every two weeks, potentially reducing the length of the whole exercise to around 6 months. However, panel members would have less time to dedicate to their real job.
- 4.6 The appeals panel can run with three or five members – made up of trade union representation and management. Formal training is carried out for all panel members. The minimum number is easiest to organise and satisfies all associated considerations. Factoring in own job commitments, holidays etc 8 senior managers would be required to go for formal training. The level of manager involved should be no lower than service manager. Trade union colleagues have indicated up to 4 representatives from each of the three unions.
- 4.7 A few authorities have appointed an external chairperson for the panel. This method clearly introduces an air of independence however, is costly (Grade O £48,712-£51,663 plus on costs as minimum) and places much responsibility on a person with no

Inverclyde Council connection. The chairperson could always be a management representative or can be rotated with the trade unions.

- 4.8 The formal panel appeals process will not commence before October/November 2009. Formal training is available in September or October 2009 at a cost of circa £4000 per session. It would be sensible therefore for all panel members to attend one session – one session equates to 3½ days attendance.
- 4.9 While recognising that accommodation Council wide is limited there is justification to dedicate office space for the duration of the exercise. Arrangements will be challenging anyway as for example call offs from panel members can be predicted, without also having to regularly find suitable accommodation. A dedicated office will also ensure confidentiality and easy access to reference documents.
- 4.10 Additional employee resources will be required to complete this exercise due to the size of the task. The appeals panel will require the services of an adviser who will require to have an in depth knowledge of the Inverclyde job evaluation scheme and will be present at all panel meetings. The administration of the project will be considerable and at this time with Organisational Development and Human Resources implementing a new HR/ Payroll system, Workforce Development and the National Recruitment Portal all place immense demands on a small support section.
- 4.11 Best practice indicates that the appeal process commences with a few smaller services thus providing the panel with valuable experience and an opportunity to settle into the project before tackling the bigger services. The order of appeals has yet to be finalised.
- 4.12 A pre appeal stage is now common practice throughout the country and provides an opportunity to reduce the number of appeals progressing to the formal panel stage. The introduction of a pre appeal stage was agreed by the Corporate Management Team and this has been ongoing since July 2009. The clear advantage of introducing this is that where a clear resolution can be put in place then the number of appeals to be heard will be reduced. It is also anticipated that some employees may consider it more opportune not to proceed with an appeal, following discussion with a job analyst and trades union representative, thus reducing the number of appeals to be heard.

5.0 PROPOSALS

- 5.1 The appeals panel will require the services of an adviser who will require to have an in depth knowledge of the Inverclyde job evaluation scheme and will be present at all panel meetings. The post has been evaluated at grade I (£30,250-£33,085) – job description and person specification are attached to this report (Appendix 2).

The appeals panel will also require the support of an administration officer to make all the necessary supporting arrangements. This post has been evaluated at grade D (£15,704-£17,170) – job description and person specification are attached to this report (Appendix 3).

These temporary posts should commence as soon as possible. They are required to attend and arrange training, produce standard documents, liaise with trade unions, publicise order of appeals etc.

- 5.2 It is proposed to introduce the attached appeals procedure as representing a reasonable process for handling such a sensitive matter (Appendix 1). In addition the following proposals are made to the Committee
- That the number of members for a panel be 3. This is the minimum possible but will be easier to organise and will place less demands on senior managers.

- Frequency of panel meetings – It is proposed that the panel of 3 members sits for a 3 month period and are then replaced by a new panel. This will require a member to dedicate around 2½ days per week – one week panel sits; one week panel prepares
- That the role of Chairperson to the panel is rotated
- The location for panel meetings to be William Street offices recently allocated to Organisational Development and Human Resources
- To train around 8 senior managers and 12 trade union colleagues to be available to sit on a panel as required

6.0 IMPLICATIONS

6.1 Finance: The Job Evaluation Appeals process will incur one-off costs only for additional resources. An earmarked reserve of up to £120,000 was set aside when closing the 2008/9 accounts to fund the undernoted and any backfilling costs required by services who are supplying Officers to the appeals process.

Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
		2009/10	£4000		Cost of training Appeals Panel
		2009/10 20010/11	£13,329 £15,690		Cost of Advisor to Appeals Panel
		2009/10 20010/11	£11,533 £13,925		Cost of Administrative Support
		2009/11	£2,000		Other Supplies and Services
		2009/11	£3,000		Administration Costs
		2009/11	£15,000		Legal Advice

6.2 HR: No issues

6.3 Legal: The Head of Legal and Administration has been consulted on this report.

7.0 CONSULTATION

7.1 Trade union colleagues have been fully involved in the construction of the document.

SINGLE STATUS: JOB EVALUATION APPEALS PROCEDURE

Version 0.8

Produced by:

Job Evaluation, Organisational Development and Human Resources

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Document Control

Document Responsibility		
Name	Title	Service
Pamela Smith	Organisational Development Advisor	Human Resources

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0.3	February 2008	Updated with appeals forms and general amendments following Union feedback.
0.4	28 Feb 2008	Minor changes to clarify intent to appeal process.
0.5	June 2008	
0.6	Aug 2008	Changes made following guidance from COSLA and advise from other Councils.
0.7	Nov 2008	Change regarding mutual agreement (P.8) & deadline extension and minor changes.
0.8	June 2009	Changes to highlight step by step procedures and informal process.
0.9	June 2009	Change to flow chart and timescales

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Distribution may be made to others on request

Policy Review		
Review Date	Person Responsible	Service
Dec 09	Pamela Smith	Human Resources

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1 Introduction

In accordance with the Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice, employees will have an individual right of appeal against the outcome of the evaluation of their job under the Scottish Joint Councils' (SJC) Job Evaluation Scheme. The ACAS Code states that a procedure should be established and that appeals should be:

- Received and heard within an agreed timescale;
- Dealt with separately and not under the organisation's normal grievance Procedure;
- Heard on the basis of the agreed job documentation;
- Based on the agreed job evaluation factor plan;
- The appeals procedure will be considered by the Joint Management and Trade Union Job Evaluation Appeals Panel, consisting of management representatives, and Trade Union representatives.

As appeals under Job Evaluation are separate from the Councils' normal grievance procedure, there will be no further right to appeal once this process has been exhausted, other than to the SJC if the appeal is against the incorrect application of the scheme (for further details refer to Section 9 of this document).

Individual personal outcome letters to employees of Inverclyde Council concerning salary placing were issued in January 2008 and Factor Level outcome letters in February 2008, however, the formal appeals process was effective from the implementation date of Single Status, i.e. **18th August 2008**

2 Scope

This procedure applies to all employees within Inverclyde Council who have been affected by Job Evaluation.

It has been designed to support the initial implementation of the Scottish Joint Councils Job Evaluation scheme only. Posts which require re-evaluation after initial implementation will be considered by the “Maintaining the Scheme” policies.

3 Aims

This appeals procedure applies to appeals against the initial evaluation of jobs as a result of the local implementation of the Scottish Councils’ Job Evaluation Scheme and is separate from the Councils’ Grievance Procedure.

The purpose of the Job Evaluation Appeals Process is to:

- Ensure the proper application of the factors of the scheme to individual jobs;
- To maintain the integrity of the scheme, and its application, as a whole.

It should also be noted that statistics of Job Evaluation Appeals will be recorded and reviewed by gender.

4 Appeals Categorised as Group Appeals

As outlined above, although the right to appeal applies to individuals, given the volume of the exercise and potential similarities of individual appeals, it may be appropriate for the Council to consider appeals from a number of individuals on a group basis even if they have not been submitted in this way. These appeals must meet the following criteria:

- The individual appellants involved are all doing the same job;
- Each individual's job has been allocated the same evaluation reference number i.e. factor level scores are identical;
- The substance of each individual's appeal is the same;
- Each individual must agree to waive their individual right of appeal and accept the outcome of the group appeal.

Employees who have submitted individual appeals but who have been placed by the Job Evaluation Project Team into a group will be contacted to explain the circumstances. If these individuals do not agree to be part of the group, then their individual appeal will be heard.

Consideration will also be given to Union membership when categorising individual appeals into groups, as many Unions are expected to submit group appeals on behalf of their members.

Union group appeals and non-Union group appeals will be heard separately even if they have the same basis, to ensure that Union representatives are only representing their own members.

5 Formal and Informal Appeals

(i) Considering Admissible Appeals - Informal Stage (Pre-Appeal Meeting)

If an appeal is deemed as admissible, appellants will initially be invited to review their factor levels at an informal stage. This will involve appellants meeting with Job Analysts to discuss the allocation of scores. Representatives may also be in attendance at this stage if desired. Appellants are encouraged to partake in this stage as an explanation of how scores were allocated. This may satisfy any questions appellants' may have. If during discussion at this stage, it is clear to the Job Analyst that some minor changes to scores are required, then these adjustments can be made subject to agreement by the steering group. The steering group will comprise of an HR Manager & a Union Representative, or, for non Union member, an HR Manager and a Service Manager. Both members of the steering group must agree. The appellant may then choose to conclude their right to appeal at this stage and if so, they will be requested to formally withdraw their appeal in writing within 10 days.

(ii) Considering Admissible Appeals – Formal Stage

Should appellants be dissatisfied with the explanation of scores at the informal stage and wish to progress to the formal stage, it will be assumed by the Job Analyst that if no written notification has been received within 10 days of the informal meeting, that the appellants wish to proceed to a formal hearing.

Where appellants have requested a face to face hearing, they will be invited to attend. Where they have requested their appeal be heard based on their written submission, they will be advised in writing when their case will be heard by the Job Evaluation Project Team. Line managers will also be required to attend these formal hearings. See Section 13 for details of how hearings will be conducted.

Appellants will be given sufficient notice to allow them to prepare for the appeal hearing.

Appellants are permitted to change the date of the hearing if exceptional circumstances mean they cannot attend the scheduled date, however, hearings must normally take place within 10 working days of the original date to ensure the process is completed as timeously as possible. Failure to attend a scheduled hearing in reasonable time will significantly hold up the overall process given the volume of appeals submitted, and as such, failure to attend at the second attempt to reschedule will be the last attempt the Job Evaluation Project Team will make to organise the hearing on a face to face basis, and as such it will be held in the absence of the appellant (s) and based on their written submission;

6 Overview of the Process

Appeals were lodged between August and October 2008 using a standard pro-forma and have been acknowledged either directly to individuals or via trade unions. The steps below will now be followed to conduct the process; the flow chart in Appendix 1 also provides a quick-view of this process;

1. The sifting process (which has already taken place), allowed the Job Evaluation Project Team to determine if any of the submitted appeals were inadmissible. There were no inadmissible appeals highlighted during this process;
2. After the sifting and categorisation process, employees will be written to, to advise whether or not the appeal will be progressed individually or as part of a group. This will be done on or around October/November 2009. If appellants object to being categorised into a group appeal, they must confirm in writing to the Job Evaluation Project Team expressing their objection and request their appeal be reviewed individually within 10 days of being notified of the intention to categorise their appeal as a group;
3. Following categorisation etc, the informal stage (Pre-Appeal Hearings) will commence; employees who are not Union members must request an informal "Pre-Appeal Hearing" and those who are member of either Unison, Unite or GMB will automatically be invited following agreements with these Unions;
4. The informal hearing stage (Pre-Appeal), involves the post holder and where applicable, Trade Union representative, being invited to meet with a Job Analyst to consider the factor levels being questioned. If it is a group appeal, normally a maximum of 3 appellants can attend from the group (plus 1 representative) to allow for efficient running of the pre-appeal meeting;
5. Discussion will take place around why scores have been allocated, and if a job has been scored based on "matching", discussion around the matching process will take place if required. This may suffice as it will involve explaining scores in more detail to appellants. Minor changes to scores may be made at this stage if any errors in scoring are exposed, subject to the agreement of the Steering Group. Some appellants may wish to conclude their right to appeal at this stage; if so they will be required to confirm this decision in writing within 10 days of the meeting;

6. If the Job Analyst has not received notification from the appellant (s) within these 10 days, it will be assumed that the appeal is to progress to the formal stage;
7. Formal Appeal Hearings can take place based on written submission only or appellants can chose to attend to present their case in person. In cases of group appeals, normally a maximum of 3 appellants from the group can attend the hearing (plus 1 representative);
8. The role of the Panel at the Formal Appeal Hearings, is not to re-evaluate posts, but to consider the merits of the appeal and decide whether or not the post should be passed back to the Job Analyst to be re-evaluated; The Panel will do this using the appeal documentation and guidance on the Job Evaluation scheme;
9. Decisions will **not** be made by the Panel whilst the appellant (s) are at the hearing. Hearings will be held then adjourned to allow time for decision making, and final outcomes will be communicated in writing to the appellants (s) by the Job Analysts as soon as is practicable (see points 16-18 below);
10. Decisions by the Panel must be by **unanimous** agreement. In the unlikely event of there being disagreement between the panel on which level or score to apply, (for example each Panel member agrees that a score is to change but each has a different view as to how much it should increase), then the advice of the Advisor to the Panel will take precedent.
11. If the Panel are unable to reach a unanimous agreement, the original scores will apply and appellants will have **no** recourse to the Councils' standard appeals procedure as outlined in the Introduction of this document;
12. If an appeal is upheld by the Panel, it **does not mean** that the appellants case has been successful and that factor levels will be changed based on the appeal submission, it means that it will be passed back to the Job Analyst to be re-considered. The appellants will be advised of this decision in writing following the Panel hearing, and the Job Analyst will seek to complete the new evaluation **of all factor levels** as soon as practicable. It should be noted that scores can go up as well as down, and any re-grading may have an affect on neighbouring posts, either directly or indirectly;

13. If an appeal is not upheld by the Panel, the original evaluation scores will apply, and appellants will have **no** recourse to the Councils' standard appeals procedure as outlined in the Introduction of this document. Appellant (s) will be notified in writing following the Panel hearing of any decision not to uphold an appeal. If this outcome occurs, it should be noted that at the end of each Service section, a review of the Rank Order will be undertaken which may mean that the post will be considered for re-evaluation based on rank order issues, and not on the submitted appeal;
14. If it is decided by the Panel that they require further information on which to base their decision, the Hearing will be adjourned and the Job Analyst will obtain the further information from the employee and/or manager and the hearing will be re-convened as is practicable. Following the re-convened hearing, the appellant (s) will be informed in writing as to whether or not their appeal is being upheld or not;
15. When an appeal has been upheld and is passed back to the Job Analyst to reconsider, the Job Analyst will carry out the re-evaluation and report their recommendations back to the Panel;
16. If the Panel are unanimously satisfied with the new scores recommended by the Job Analyst, they will confirm their agreement to the Job Analyst Team who will then implement any necessary changes and notify the appellants of the outcome in writing;
17. If the Panel are not unanimously satisfied with the new scores, the original evaluation scores will apply, again this position will be confirmed to appellant (s) in writing by the Job Analyst Team;
18. Due to potential Rank Order issues, only when a Service is complete will appellants be informed of the final outcome of their appeal. The National Guidance on release of final appeal outcomes is to wait until each and every appeal has been heard completely before releasing any outcomes, however, in the interests of time and employee relations, it has been decided to take a Service based approach;

19. Where factor levels that were not originally challenged have been altered due to the overall re-evaluation, the appellant will have the opportunity to question the Job Analyst on them informally once the confirmation has been received; The appellant will also have the opportunity to discuss these with the Panel if requested;
20. Where employees in neighbouring posts are affected by a re-evaluation, but have not appealed, they will be contacted by the Job Evaluation Project Team as soon as possible to advise that their post will have to be re-evaluated due to the outcome of the previous appeal. The Job Evaluation Project Team will seek to conclude these evaluations as soon as possible following notification being sent; any resulting change in grade can be appealed against using **this procedure**;
21. Where employees in neighbouring posts are placed in detriment as a result of this re-evaluation, re-training opportunities will be considered in accordance with the Councils "Retraining and Transition Scheme", as with the initial phase of the Job Evaluation exercise. In these circumstances the employee(s) would have the right to appeal using **these procedures** against the new evaluation of their post, details as to how they may do so will be issued on an individual basis;
22. Where a post is re-evaluated with a resulting increase in salary, then this will be backdated to 1st April 2007; or your start date if later than 1st April 2007;
23. Where a post is re-evaluated with a resulting decrease in salary, the decrease will be applicable in terms with contractual obligations, normally 12 weeks at protected salary;
24. The role of the Job Analyst Team throughout this process is advisory, the final decision in terms of any changes to scores rests with the Panel.

7 Admissible Appeals

Appeals will only be admissible based on the following grounds as recommended by the SJC:

- Factual inaccuracy in either the inputs or the outputs of the evaluation process;
- Failure to apply the agreed local job evaluation procedure;
- Misapplication of the factor definitions, levels and guidance of the Scottish Council's Single Status Job Evaluation Scheme.

Appeals submitted under these grounds will be determined by the local appeals panel, with no right of appeal to the Scottish Council. The Joint Secretaries of the SJC advise that local joint negotiating committees cannot add any additional admissible grounds of appeal.

Please refer to the Section 9 of this document on "Appeals to the Scottish Council" for details on how to directly appeal against the local application of the COSLA Job Evaluation Scheme.

8 Inadmissible Appeals

The under-noted grounds of appeal are deemed to be inadmissible as outlined by the SJC;

- Appeals on the grounds of comparability with other jobs (either within the Council, other Councils or nationally);
- Appeals seeking to restore previous differentials;
- Appeals solely in relation to the salary grade/pay level determined as a result of assimilation

9 Appeals to the Scottish Council

Appeals may be taken direct to the Scottish Council without reference to the local appeals panel where an employee considers that the council has failed to properly implement the new job evaluation scheme in accordance with the principles of the Single Status Agreement. For the duration of the job evaluation

exercise a Scottish Appeals Panel will be established comprising Employers and Trade Union representatives. Thereafter, there will be no general right of appeal to Scottish Council level, but it is agreed by both sides of the Scottish Joint Council that a mechanism will exist under the authority where-by matters of dispute regarding an individual's rights under the Job Evaluation scheme be dealt with.

10 Changes in Roles/Remits

If the content, role and/or remit of the job has changed **significantly** between the date of the evaluation and the date of implementation, then the job will be referred to the Job Analyst Team to establish all relevant facts relating to the change. These circumstances will be considered under the Councils' "**Maintenance of the Scheme**" procedures, and not under this procedure. Managers will be responsible for highlighting these changes to the Job Evaluation Project Team. If an employee believes that their posts are affected in this way, they should speak to their line manager in the first instance.

11 Potential Outcomes of Appeals

As outlined previously in this document, it should also be noted that if submitting an appeal for one or more factor levels and the appeal is upheld, then the Job Analyst team will revisit **the whole evaluation of the job and it will be looked at in its entirety, i.e. all 13 factor levels**. This also means that if there are any changes to overall gradings that the relevant Rank Order of Posts may be subject to review. For example a change in one post either up or down, may have an impact on other posts surrounding it. The following outcomes are possible if a post is passed to the Job Analyst team by the panel to be re-considered:

- The overall grade will increase;
- The overall grade will decrease;
- The overall grade will remain unchanged (even if points are awarded different the grade may not necessarily change)
- Neighbouring posts may have to be re-evaluated to ensure fair allocating of responsibilities within the Rank Order of posts. This may also affect the overall release of new grades to appellants.

12 Composition & Role of the Appeals Panel

The Local Job Evaluation Appeals Panel will consist of 3 members, with at least 1 member from management and 1 member from Trade Unions on each Panel. A Job Analyst will advise the Panel.

At each hearing, the Panel will be chaired by either a management representative or a trade union representative. There will be no fixed chair to allow the Council flexibility in dealing with appeals as timeously as possible. All panel members will be fully trained in the SJC Job Evaluation Scheme.

Where possible, Management and Trade Union appointees will be from different services from the appellant, however, restrictions on resource may prevent this on occasion. In either scenario, in line with COSLA guidance, it will be assumed that objectivity will be maintained. Panel members will consider each case on its own merits, irrespective of any knowledge of the appellants or posts.

13 The Formal Appeal Hearing Structure

(i) Hearings based on written appeals

Where appellants have not requested an appeal hearing to be heard in person, the panel will consider the appeal on the basis of the information presented on the appeal form, and should any further information/clarification be required, the Job Evaluation Project Team will contact the appellant and/or their representative to advise.

(ii) Face to Face Hearings

The procedure for face to face appeal hearings will mirror the general flow as outlined below, in line with guidance from the SJC:

- The appellant, or their Trade Union representative, will be granted normally no more than 10 minutes to present their case. The Panel Chair will remind appellants, and their representatives, that the Panel members will have read the written submission in advance, and advise appellants to use their time to emphasise key points in their case.

- The appellant, or their Trade Union representative, may be questioned by members of the panel for normally no more than 10 minutes. In exceptional circumstances this timescale will be reviewed and if necessary the appeal adjourned.
- The line manager may be questioned by members of the panel, normally no longer than 10 minutes and asked to confirm the accuracy of information provided by the appellant in response to the Panel's questions.
- The appellant, or their Trade Union representative, will then be provided with an opportunity to briefly summarise the key points of their case, **no new evidence should be brought forward at this time.**
- The meeting will then conclude, and the appellant (s) will be advised in due course as to whether or not the appeal is deemed to be well-founded (see below)

(iii) Decision Making

Having considered the written submission and/or heard the evidence of the appellant and the line manager, the Panel will deliberate as to whether the appellant's case:

- Was well founded;
- Was not well founded;
- Requires further clarification

Where the Panel considers the case to be **well founded in fact**, the agreed supporting evidence presented by the appellant will be referred to the Job Analyst team, for review in the context of the **whole evaluation** of the full job facts.

Where the Panel considers the case was **not well founded**, the appeal will be rejected and the appellant will have no further opportunity to make representations to the Local Job Evaluation Appeals Panel, i.e.

the appeals process will have been exhausted. As mentioned in Section 1 of this document, this appeals process is separate from the Councils Grievance Procedure.

Where **further clarification is required**, the facts will need to be verified with the employee's line managers, or Head of Service, as appropriate, before the Panel can complete their deliberations. This responsibility will form part of the remit of the Panel Advisor/Job Analyst and in such cases the appeal hearing will be adjourned, and reconvened normally within four weeks, unless exceptional circumstances do not permit.

The Appeals Panel will operate on the basis of discussion and unanimous agreement (other than in the scenario outlined in Section 6; Item 10), and may seek additional information to assist them in reaching a decision. There will be no voting. If necessary, the Panel will reconvene to deliberate on cases once clarifying information has been provided by the Job Analyst Team.

In circumstances where the business of the Panel is not concluded, the panel will be reconvened at a later date.

If the Panel "fail to agree", the initial assessment of the job will stand.

14 Timescales

(i) Sifting and Hearing of Appeals

The period from 18th August 2008 – March 2009 was used to sift and group appeals. Given the scale of the Single Status exercise within Inverclyde, and other associated tasks in relation to the new Pay & Grading Model and Terms and Conditions, it has been agreed with Trade Unions locally that the hearing of appeals will commence on or around October 2009, with the informal stage.

The order of hearings will be considered in consultation with Trade Unions, although this may be frustrating to many employees, it is necessary to ensure a systematic approach to the exercise.

15 Notification of Results & Effective Dates

Once a formal appeal hearing has been concluded, appellants require to wait until their entire Services' appeals have been concluded before expecting to hear the results of any appeal, this is because of the potential knock-on affect that any changes in grades may have on neighbouring posts.

However, where an employee has not appealed under this procedure, but their post has been affected due to the re-grading of another post under this procedure, this may also hold up the overall release of the new grades within the Service.

The effective date of any increase in pay and grading as a result of an appeal against the initial assimilation of the new pay and grading model will be 1st April 2007.

Date: August 2009

Appendix 1: Appeals Process – Summary at a Glance

Summary at a Glance*



* Timescales are approximate and subject to change/review.

* Employees who do not appeal but are affected as the result of another appeal – this situation may delay the overall release of appeal outcomes within a Service.

(End of Document)

JOB DESCRIPTION

<u>Post Title:</u>	Job Analyst (Appeals Panel)
<u>Post Number:</u>	New Post
<u>Grade:</u>	I
<u>Service:</u>	Organisational Development & Human Resources
<u>Section:</u>	Organisational Development
<u>Responsible to:</u>	Organisational Development Team Leader
Overall Purpose of the Job:	
As act as Job Analyst advisor to the Job Evaluation Appeals Panel within Inverclyde Council.	
Main Duties and Responsibilities	
1.	To carry out the evaluation of jobs within the Council.
2.	To assist with the planning and implementation of the programme to carry out a full range of job evaluations within the Council.
3.	To assist with the gathering of information to prepare for the process of job evaluation.
4.	To assist with the maintenance and upkeep up all computer based systems required to carry out the job evaluation process.
5.	To liaise with employees at all levels of the Council to ensure that the job evaluation scheme is implemented to the agreed time scales.
6.	Where necessary to liaise with the appropriate trade union representatives during the implementation of the scheme.
7.	To assist with the training of employees in the process of carrying out job evaluations.
8.	To carry out any other duties as required within Human Resources.
9.	Any other duties and responsibilities as directed by line management.

Note: Where relevant, the general statements contained in this job description should be considered in the context of their relationship with other Council Policies, Procedures, operating arrangements, and other statutory responsibilities of Officers.

Date Produced: May 2009

PERSON SPECIFICATION

The Person Specification clearly describes the skills/abilities/personal qualities needed to successfully undertake the duties of the post. It is agreed by the Panel prior to advertising and is used as the sole means of selecting candidates for interview. In developing job descriptions & person specifications, the Council will have due regard to its commitment to equality & diversity by ensuring that job criteria are relevant to the successful undertaking of the job and do not indirectly or disproportionately disadvantage any individual on the grounds of gender, age, disability, race/ethnic origin, religion or belief, sexual orientation, caring responsibilities or social status, unless it can be justified on objective grounds.

POST TITLE: Job Analyst (Appeals Panel)

<u>ATTRIBUTES</u>	<u>ESSENTIAL:</u> The minimum acceptable level for safe and effective job performance	<u>DESIRABLE:</u> The attributes of the ideal candidate
<u>ATTAINMENTS/ EXPERIENCE</u> 1.Educational (e.g. qualifications, membership of professional bodies) 2.Occupational (e.g. experience)	Educated to a minimum HND level Experience working within in a large organisation	Degree or CIPD qualified Experience of Job Evaluation and/or local government
<u>SKILLS & ABILITIES</u> (e.g. work ethic, motivation, judgement, initiative, analytical skills, problem solving skills, report writing skills)	Must have good inter personal skills and be able to work with individuals at all levels of an organisation. Highly motivated and be able to work as part of a team or on own. Decision maker and be able to produce written reports.	
<u>SPECIAL APTITUDES</u> (e.g. numerical skills, manual dexterity, driving licence)	Computer literate.	Driving Licence Numerate
<u>ANY ADDITIONAL JOB RELATED REQUIREMENTS</u> (e.g. ability to work irregular hours, shifts)		

DISABLED APPLICANTS AND GUARANTEED INTERVIEWS

Under the 'Double Tick' initiative, an applicant who indicates they have a disability and who meet the essential requirements for the vacancy will be offered a guaranteed interview.

Date produced: May 2009

JOB DESCRIPTION

<u>Post Title:</u>	Administration Officer – Job Evaluation Appeals
<u>Post Number:</u>	New Post
<u>Grade:</u>	D
<u>Service:</u>	Organisational Development & Human Resources
<u>Section:</u>	Organisational Development
<u>Responsible to:</u>	Organisational Development Team Leader
<u>Overall Purpose of the Job:</u>	
To provide administrative support to the Job Evaluation Team and support the work of the Appeals Panel to ensure the smooth running of each Appeal hearing.	
<u>Main Duties and Responsibilities</u>	
	To organise, collate, prepare and monitor the administrative tasks in preparation for, and during the Job Evaluation Appeals process, utilising manual and computerised systems.
	To liaise with panel members (Senior Managers & Trade Union Officials) and employees to schedule appeal hearings, dealing with any cancellations or reschedules promptly.
	Arrange venues, hospitality etc for initial training sessions for all panel members.
	Arrange venues, hospitality etc for informal & formal meetings / hearings, in conjunction with Job Analysts and Panel Members.
	Ensure that Panel members are provided in advance with all relevant guidance and any other relevant case notes.
	Be available for any requests from the Panel Chair.
	Assist the Panel chair in ensuring time limits are adhered to during hearings.
	Record detailed, professional minutes of all hearings, including decisions made or any other key matters.
	Collect all case papers from all members of the Panel after the appeal hearings have been complete and collate as necessary.
	Distribute outcome letters and meeting minutes of appeals hearings to all relevant parties.
	Liaise with the Job Analyst Team for cases referred back for further analysis.
	Any other duties deemed suitable by the Head of Human Resources

Note: Where relevant, the general statements contained in this job description should be considered in the context of their relationship with other Council Policies, Procedures, operating arrangements, and other statutory responsibilities of Officers.

Date Produced: May 2009

PERSON SPECIFICATION

The Person Specification clearly describes the skills/abilities/personal qualities needed to successfully undertake the duties of the post. It is agreed by the Panel prior to advertising and is used as the sole means of selecting candidates for interview. In developing job descriptions & person specifications, the Council will have due regard to its commitment to equality & diversity by ensuring that job criteria are relevant to the successful undertaking of the job and do not indirectly or disproportionately disadvantage any individual on the grounds of gender, age, disability, race/ethnic origin, religion or belief, sexual orientation, caring responsibilities or social status, unless it can be justified on objective grounds.

POST TITLE: Administration Officer - Job Evaluation Appeals

<u>ATTRIBUTES</u>	<u>ESSENTIAL:</u> The minimum acceptable level for safe and effective job performance	<u>DESIRABLE:</u> The attributes of the ideal candidate
<u>ATTAINMENTS/ EXPERIENCE</u> 1.Educational (e.g. qualifications, membership of professional bodies) 2.Occupational (e.g. management experience)	Relevant administrative experience, dealing with confidential issues Experience of scheduling a large number of meetings/appointments.	Certificate in Personnel Practice (CPP) Knowledge of Job Evaluation Schemes
<u>SKILLS& ABILITIES</u> (e.g. work ethic, motivation, judgement, initiative, analytical skills, problem solving skills, report writing skills)	Capable of working on own initiative. Able to work as part of a team. Prioritise own workload. Professional minute taking skills. Demonstrated ability to multi-task. Demonstrated ability to finalise tasks and overcome barriers.	
<u>SPECIAL APTITUDES</u> (e.g. numerical skills, manual dexterity, driving licence)	Competent IT skills (Microsoft Applications)	
<u>ANY ADDITIONAL JOB RELATED REQUIREMENTS</u> (e.g. ability to work irregular hours, shifts)	Flexible attitude Work to deadlines	

DISABLED APPLICANTS AND GUARANTEED INTERVIEWS

Under the 'Double Tick' initiative, an applicant who indicates they have a disability and who meet the essential requirements for the vacancy will be offered a guaranteed interview.