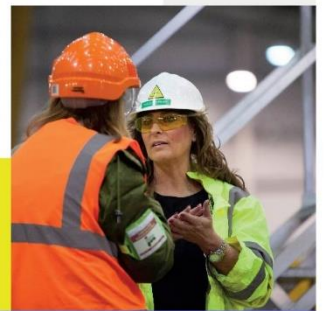


PAY, GRADING AND JOB EVALUATION POLICY



The purpose of this policy is to outline the principles we have committed to within the Transport for the North (TfN) Pay and Grading System. We believe our pay and grading system is one that is fair, transparent, easy to use and one in which we all have confidence.

1. Introduction

Our system copes with evaluating posts in our complex organisation and is a defensible system to ensure we are paying you fairly and equitably in our chosen markets.

This policy shall apply to all posts within TfN and has due regard to the Equality Act 2010.

2. Application of this Policy

This policy forms part of your terms and conditions of employment. It is a collective Agreement on Pay and Grading/Scheme of Salaries.

For clarification, apprentices are not covered by this agreement and are paid a salary reflective and commensurate with the level of apprenticeship they are undertaking within TfN.

3. Job Evaluation System

TfN have chosen to use the Korn Ferry Hay Job Evaluation methodology to provide a transparent and fair approach to the evaluation of our jobs utilising a Job Family Framework.

This involves using our job family framework (and supporting role profiles) to make an objective assessment of the relative value/level of roles, within the context of TfN. Levels of work within TfN's Job Family Framework directly corollate to levels within TfN's Grading Structure.

Jobs are evaluated by a trained member of TfN's HR & Skills Team in consultation and agreement with the respective Line Manager. As such, the role in question is directly mapped against TfN's Job Family Framework (and supporting role profiles) to determine the most appropriate level.

The aim of this approach to evaluating jobs is to provide a hierarchy of jobs that is fair and non-discriminatory, assessing individual jobs objectively, while avoiding prejudice or discrimination.

Our approach to job evaluation reflects our commitment to reward all post holders fairly in relation to the roles to which they are appointed. This commitment is reflected in recognition that as the organisation moves forward, roles do not always remain static and may change in relation to the range, complexity and levels of duties, responsibilities and

accountabilities. Such changes may require a review of the grade(s) of the post(s).

Jobs are evaluated as individual jobs where there is only one post holder in the job role. Some jobs however have more than one person carrying out the same or similar job role (e.g. Executive Assistant, Programme Manager, Senior Project Manager etc.) and these will be evaluated as a job group.

This policy also defines the procedure (Section 8) to follow where an individual believes that the grading of their current post is deemed to be inappropriate (changes to the job roles, duties etc. as a result of service needs). It should be noted that an increase in the volume of work undertaken by the jobholder would not necessarily result in an increase in the job size sufficient to warrant re-grading.

4. Grade Structure

Aligned to the levels of works defined within TfN's Job Family Framework, we have chosen a Grade Structure with 15 individual grades, each grade is thereafter divided into five salary points (SP) i.e. SP1 to SP5. A copy of the current pay structure is available within the HR Section of the TfN Intranet site.

5. Annual Cost of Living Increases

Subject to TfN's ability to pay, annual cost of living increases to TfN's pay and grading structure will be directly aligned to increases agreed by local government.

In exceptional circumstances TfN's Board has the discretion to agree annual increases which differ to local government settlement levels should they deem appropriate.

6. Changes of Terms & Conditions of Employment

You will join the grade structure based on the following principles:

- All posts moving into the grade structure will first be evaluated in line with our Job Evaluation (Job Family Framework) System;
- If the existing level of pay is below the bottom of the grade the employee is joining, they will be mapped to salary point 1 and their pay will be increased from the agreed effective date;
- Where the existing pay is within the parameters of the grade, they will be mapped to the nearest salary point at or above their current rate of pay and their pay will change from the agreed effective date;
- Where the existing pay is above the top of the grade they are joining, they will be mapped into salary point 5 for the grade and will receive pay protection in line with the Security of Employment (Redundancy) Policy.

Support During Pay Protection

Employees whose current pay is higher than the top of their new grade will be offered support to develop their skills, experience and ability in order to apply for jobs at a higher grade. This will include training, further education, studying for qualifications and advice on career development. The scale of an employee's pay protection can be included in a business case for training and will be given due consideration alongside other factors.

This measure will be promoted to all employees who meet the pay criteria for three years from the date of implementation of the pay and grading system or until they no longer meet the criteria, whichever is the sooner.

Redeployment Pool

We will treat all employees whose current pay is higher than the top of their new grade by £5,000+ per year, or 10% or more of their pay, as being in a specific 'redeployment pool' using the principles of TfN's Security of Employment (Redundancy) Policy.

These employees will be given prior consideration for vacancies considered to be suitable alternative employment or alternative employment as appropriate, immediately after any employees who are at risk of redundancy.

Employees in this pool will be able to request a developmental mentor, such as their Line Manager or another employee in the organisation, to advise and support them in developing their career, if they wish.

This pool will remain open to all employees who meet the pay criteria for three years from the date of implementation of the pay and grading system or until they no longer meet the criteria, whichever is the sooner.

7. Salary Point Allocation

It is our intention to offer positions with a starting salary at SP1 for the relevant grade. When advertising vacancies, we will make 'starting salaries' clear.

Where necessary, with approval for the Head of HR, a recruiting manager may appoint at a higher SP where they can demonstrate that they cannot recruit the candidate with particularly desirable skills at SP1. HR advice will be given to complement this process.

Annual Increments

Each grade is divided into five salary points (SP) i.e. SP1 to SP5 as follows:

Point 1	Point 2	Point 3	Point 4	Point 5
Contractual-Zone (Progress subject to Satisfactory Performance)				Non-Contractual Zone (Awarded Annually Only)

There will be no automatic increases through the band and movement is based on assessment of performance via the yearly appraisal process. Incremental awards will be made on each 1st April, subject to having been in post on or prior to 1st October of the previous year.

Employees below SP4 will only progress through the band to SP4 for their role if they meet performance expectations. If performance is deemed to be inadequate, they will not be rewarded and depending on the outcomes of the appraisal process will go through TfN's Performance Management processes.

The non-contractual zone (i.e. SP5) of each grade provides high and exceptional performing employees, as assessed through the annual appraisal process, and who have already attained SP4 the opportunity to additional discretionary pay. This means rewarding them for surpassing or exceeding expectations against all objectives, KPIs and expected behaviours in all essential areas of responsibility. This level of pay will not be consolidated into base pay and will be paid for a 12-month period only, therefore to retain this level of pay (SP5) the employees' performance must continue to be high or exceptional and exceed expectations as assessed through the annual appraisal process.

Employees mapped on to SP5 (i.e. the non-contractual zone of their respective grade) as part of the assimilation to this grading structure will continue to receive this level of salary as a contractual element of pay and will not be subject to the above annual appraisal review process to retain this level of pay.

Please refer to TfN's Appraisal Guide for further information in relation to TfN's Annual Performance Rating process.

Withholding Increments

Employees who are a subject to live Disciplinary, Conduct or Capability (Performance Management) sanctions or those being managed at Level 2 or higher within the Attendance Procedure, will not receive an increment.

Careful consideration will be given to identify whether withholding the increment is appropriate in cases where disability related absences are a factor in attendance levels.

Internal Transfers

We encourage career development within our organisation. If an employee is successful in their application for an internal role, they will commence on SP1 of the new grade.

Where the current salary exceeds the recruitment rate, employees will be mapped to the nearest SP at or above their current pay.

In exceptional circumstances, the recruiting manager may seek approval from the Head of HR to appoint at a higher SP. HR advice will be given to complement this process.

Honorariums

If an employee undertakes additional responsibilities to cover the absence of a post holder, their Line Manager will need to submit a job brief that shows the temporary changes to their duties. This will be evaluated to determine the appropriate grade for the duties. If this takes the employee into another grade, they would be paid SP1, however if SP1 is below their current salary they would be paid the next SP above (to a maximum of SP4 in the grade).

Implementing the honorarium payment needs to be approved by the relevant Head of Service and the Head of HR.

If the evaluation outcome does not take the employee into another grade, it is assumed that the temporary additional duties are of equal value to their substantive job.

Temporary Higher Responsibilities ('Acting Up')

If an employee is asked to undertake the full duties and responsibilities of a higher graded post for a continuous period of more than four weeks, they will be paid at the grade for that post. They will be paid at SP1 or the nearest SP above their current rate of pay.

Implementing the Acting Up payment needs to be approved by the relevant Head of Service and the Head of HR.

8. Job Evaluation Procedure

Job evaluation will be completed in the following circumstances:

- Where significant organisational change/realignment requires evaluation of existing and proposed roles (including outcome of pay and grading reviews);
- Where there are changes to job roles as a result of service needs;
- Where an application is made by a post holder.

In the cases of the circumstances where significant organisational change/realignment requires evaluation of existing and proposed roles

(including outcome of pay and grading reviews) or where there are changes to job roles as a result of service needs, TfN may implement this procedure in the event of organisation change or where a significant permanent change is made to a Role Profile.

In this instance the post holder will be fully and clearly communicated with and informed of the possible outcomes. The post holder will have the right to appeal against any decision made as per the appeal process outlined in the Disciplinary Procedure, which can be found on TfN Intranet.

In the case of job evaluation as a result of the above, the outcome will be submitted to the Business Capabilities Director for approval.

In the event of an application being made by a post holder, where a post holder believes their post should be considered for re-evaluation they should make an application for Job Evaluation using the Request for Role Profile Review Form available on TfN intranet, detailing the reasons for the request to their Line Manager.

If the Line Manager is in agreement and supports this request they are to sign the application and submit it to their supporting HR & Skills Representative together with the proposed revised Role Profile for the post. If the Line Manager is not in agreement to update the Role Profile the employee has recourse to TfN's grievance procedure if they believe this decision is unfair.

A post holder must not have made another application to TfN for Job Evaluation during the last 12 months within the same post.

The HR & Skills Representative and Line Manager will arrange to meet the post holder to communicate the outcome of the job evaluation within 10 working days where possible and following approval by the Business Capabilities Director. This will be confirmed in writing to the post holder within 5 working days.

Where it is not possible to meet and inform the post holder within the above timescales the post holder will be notified of the delay and a revised date given.

In the event that an application for job evaluation is declined or a decision is made to recommend re-grading, the post holder will be reminded of their right to appeal. The decision of the appeal will be final.

Where a decision is that a post is down-graded, either following implementation of this scheme, at the request of the post holder or the organisation, pay protection would be applied. A post holder will receive 3 years pay protection, as detailed in the Post holder Application for Job Evaluation Review Form.

9. Job Evaluation Appeal Procedure

A post holder is entitled to appeal against any outcome of the Job Evaluation Procedure. Details of the appeal procedure can be found in the Disciplinary Policy on TfN Intranet.

The following outlines the possible grounds upon which an appeal can be made:

- The job is substantially different from the role profile within TfN's Job Family Framework to which it has been matched;
- It is believed that an equivalent job has been graded more highly when matched to role profile within TfN's Job Family Framework.

This scheme is not intended to judge a post holder's performance however it should be noted that it will only apply to those post holders who have successfully completed their probationary period.

A post holder appealing against their job evaluation outcome may request copies of relevant role profiles (i.e. for other jobs of a similar type or nature and/or of a comparable level (within 2 grade levels) referred to in their appeal if it is believed that an equivalent job has been graded more highly. The maximum number that can be requested is 5 per appeal by an individual or a group. In the case of group appeals, one request should be made on behalf of the group. Any such requests should be made to the Head of HR.

Where there is more than one job holder in a particular job, TfN will notify other job holders in the same job about the appeal and the grounds upon which it has been made. The other job holders will be asked if they also want to appeal against the job evaluation as the pay grade could go down as well as up as a result of the appeal. If at least half of the job holders agree to the appeal, the appeal will go forward as a group appeal. If less than half of the job holders agree to the appeal, the appeal will not proceed. In these circumstances, there is no further right of appeal.

Members of that group will need to nominate representatives (representatives should be up to a maximum of 2 for groups between 2 and 10 post holders and 2 for groups above 10 post holders) to complete the appeal documentation and attend the appeal hearing on their behalf. The representatives will need to ensure that all members of the group are given the opportunity to comment on the written appeal submission.

If an individual post holder within a group of post holders raise an appeal then the impact of that appeal on the whole group will be considered. Within this procedure, arrangements for hearing appeals relating to job groups may need to be flexible to meet different circumstances. For example, where there is an appeal that affects a large number of post holders, timescales may need to be adjusted.

The Appeal Request should be sent to the Head of HR who will:

- Acknowledge receipt of the appeal;
- Review the written appeal to ensure that it includes all relevant information (this will be sent back to the post holder if incomplete);
- Consider the reasons for any appeals received after the date of submission and advise the appellant whether their appeal is being progressed;
- Forward a copy of the written appeal to the Line Manager if relevant;
- Make contact with other post holders before progressing (if a group appeal);
- Arrange for group appeals to be heard.

The Appeal will be heard by a more Senior Manager who will not have been involved in the original evaluation if practicable, the appeal will be heard within 21 working days of receipt of the written appeal.

Post holders who are on leave (maternity, sickness absence etc.) are encouraged to attend the appeal meeting if possible. Where this is not practical, post holders may request that their nominated work colleague or a Trade Union Representative to act on their behalf or that the appeal meeting be delayed for a reasonable period until they are able to attend.

The post holder has the right to be represented by a work colleague or a Trade Union Representative. The onus will be on the post holder to arrange such representation. The post holder and/or their representative will present their reasons for the appeal.

The HR & Skills Representative, who carried out the original evaluation will present the reason(s) for the decision to decline the application for job evaluation/down-grade.

The Senior Manager who will be hearing the appeal, will consider the decision in private with the Head of HR, who will be present to ensure fairness and consistency, and will then confirm the final decision to the post holders concerned. This will also be communicated in writing to the post holder within 5 working days of the outcome. This decision will be final.

9. Resolution of a Job Evaluation relating to a member of the HR & Skills Team or an Operating Board Member

In the event that a member of the HR & Skills Team or an Operating Board applies for job evaluation, this will be completed externally by the Job Evaluation service provider. Appeals will be heard, where practicable, by the Chief executive and/or Business Capabilities Director.



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