

EQUAL PAY REVIEW – JOB EVALUATION & APPEALS IMPACT REPORT

Purpose

The purpose of this Equal Pay Review report is to demonstrate the impact of Job Evaluation (JE) on NJC roles within Devon County Council. This has been analysed through comparison of job salary levels pre-JE with those implemented by JE in April 2006, and further with salary levels established by the JE Appeals process. We have considered shifts across the white, green and red-circled categories, analysed by Non-School and School staff and by gender.

Introduction

Devon County Council implemented an Equal Pay Review on 1st April 2007, effective from 1st April 2006, which was conducted via the introduction of a Job Evaluation scheme (GLPC) covering the roles of all NJC employees (approximately 17,000 staff). The review included a Job Evaluation Appeals process, the objectives of which were as follows:

1. To give employees, particularly those who disagreed with the original evaluation of their role, a voice and an opportunity to put forward their case, through presentation of specific evidence and information.
2. To resolve outcomes which were obviously incorrect. These occurred for a variety of reasons, such as an allocation to an incorrect job, a slotting to an incorrect job, or notification based on out-of-date documentation.

Appeal Process

Everyone who was affected by the equal pay review, via the job evaluation project, was entitled to an appeal.

The first stage of the process was an informal meeting with an Employee Reward Advisor to discuss the rationale for the appeal and to assess the strength and validity of the appellant's case.

Employees who wished to bring in a Trade Union representative to the informal meeting were encouraged to do so, and the meetings were scheduled to enable this to happen.

Any employee who withdrew from the Appeals process, at any stage, did so voluntarily. In cases where an employee wished to proceed, despite advice that they did not have a robust case, the process allowed them to do so. The entire process was jointly agreed with Trade Unions and included their participation in appeals meetings, evaluation panels and reviews of outcomes. The participation of appellants' line managers was also crucial to the project.

Red, white or green circles

Many of the tables in this report refer to red, white and green circles. These terms can be defined as follows:

“At notification, pay for the individual was ...:

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- higher than the top of the grade to which they were notified (**red** circle)
- within the salary range for the grade to which they were notified (**white** circle)
- lower than the bottom of the grade to which they were notified (**green** circle)”

Summary of Results

Initial results after notification were as follows.

Circle	Schools	Non Schools	Total (#)	Total (%)
Red	559	1,319	1,878	11%
White	4,389	4,057	8,446	47%
Green	3,466	4,009	7,475	42%
Total	8,414	9,385	17,799	100%

The vast majority of employees were in the “white” or “green” circle category at notification. A small number were red circled (approximately 11%).

This means that, for almost 90% of the individuals at DCC at the time of notification, pay either remained the same, or was increased.

The final results after the appeals process were as follows.

Circle	Schools	Non Schools	Total (#)	Total (%)
Red	467	880	1,347	8%
White	4,315	3,937	8,252	46%
Green	3,632	4,568	8,200	46%
Total	8,414	9,385	17,799	100%

White circles remained relatively constant, registering a small decrease of around 1%. The key trend was the reduction of red circles (-3%) and the increase of green circles (+4%).

Thus it can be concluded that job evaluation had a positive or neutral effect on pay for most individuals at DCC and the appeals process improved the position further.

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Appeal Data

As shown in the below table, around 20% of the DCC population registered an appeal. The majority of these came from the non-schools population.

	Schools	Non Schools	Total (#)	Total (%)
Appellant	691	2,837	3,528	20%
Non Appellant	7,723	6,558	14,281	80%
Total	8,414	9,395	17,809	100%

Appeal outcomes are shown in the below table. An “up” means the position in terms of the original circle improved and a “down” means the original circle outcome worsened.

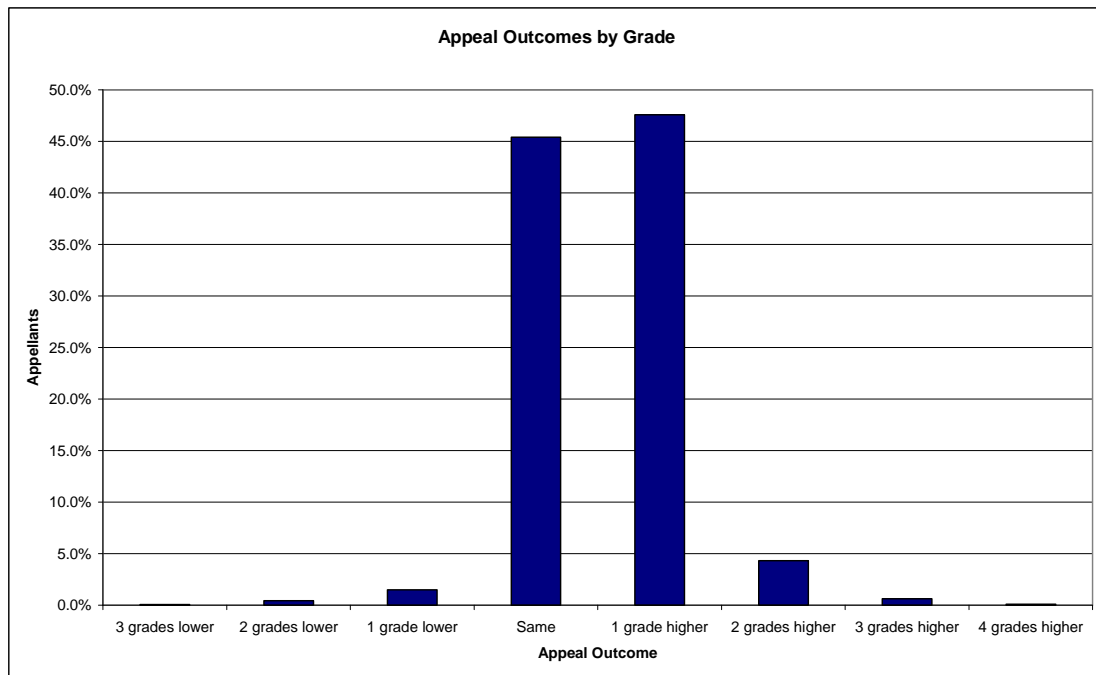
For example, a white circle which was updated to a green circle as a result of an appeal would be shown as an “up”. A white circle which was updated to a red circle as a result of an appeal would be shown as a “down”.

Appeal Outcome	Schools	Non Schools	Total (#)	Total (%)
Withdrawn	177	575	752	21%
Up	291	1,007	1,298	37%
Down	21	43	64	2%
Remained the same	202	1,212	1,414	40%
Total	691	2,837	3,528	100%

The results show that only a small number of appeals resulted in a worse outcome (approximately 2%). The vast majority of appellants either improved their position, or stayed the same.

We also analysed the appeal outcomes by grade. These results are presented graphically below.

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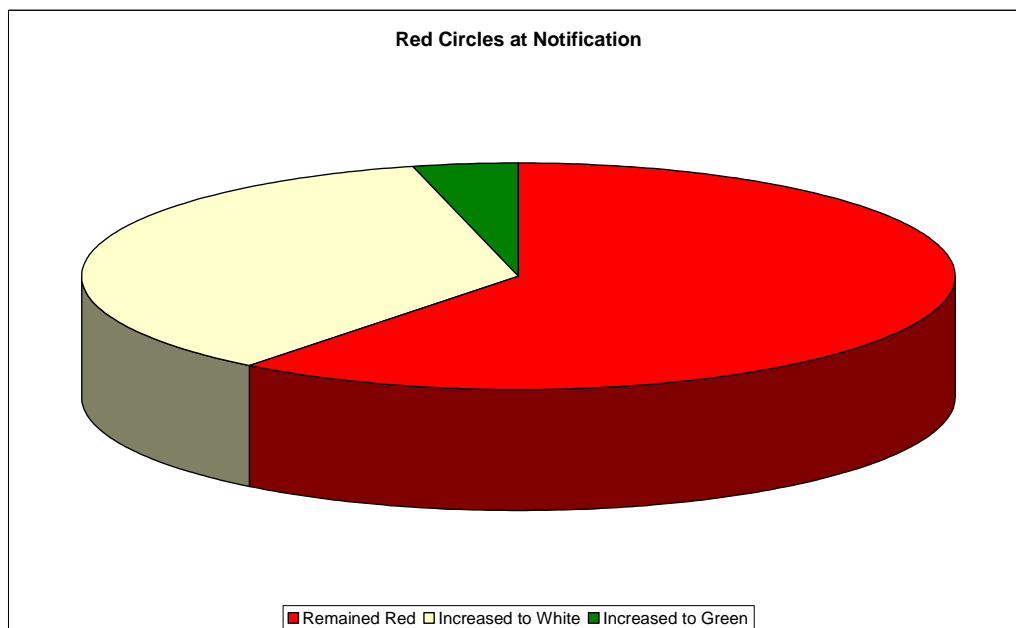


Again, the same trend is evident. The vast majority of employees either remained the same, or moved up a grade.

Outcomes by Circle

This section explores appeal outcomes in more detail by examining what happened in relation to circle at the time of notification.

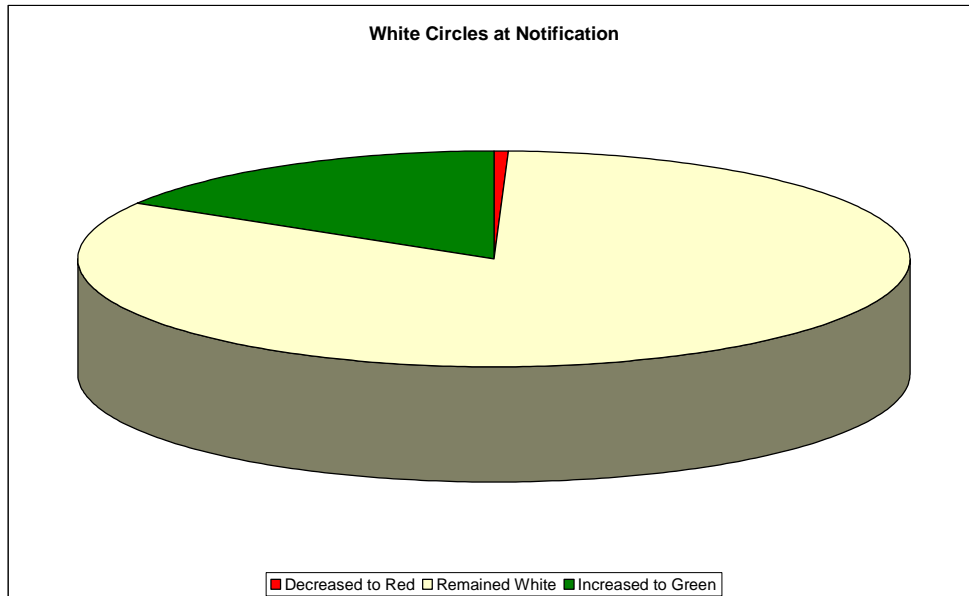
Appeal outcomes for appellants who were red circled at notification are plotted below.



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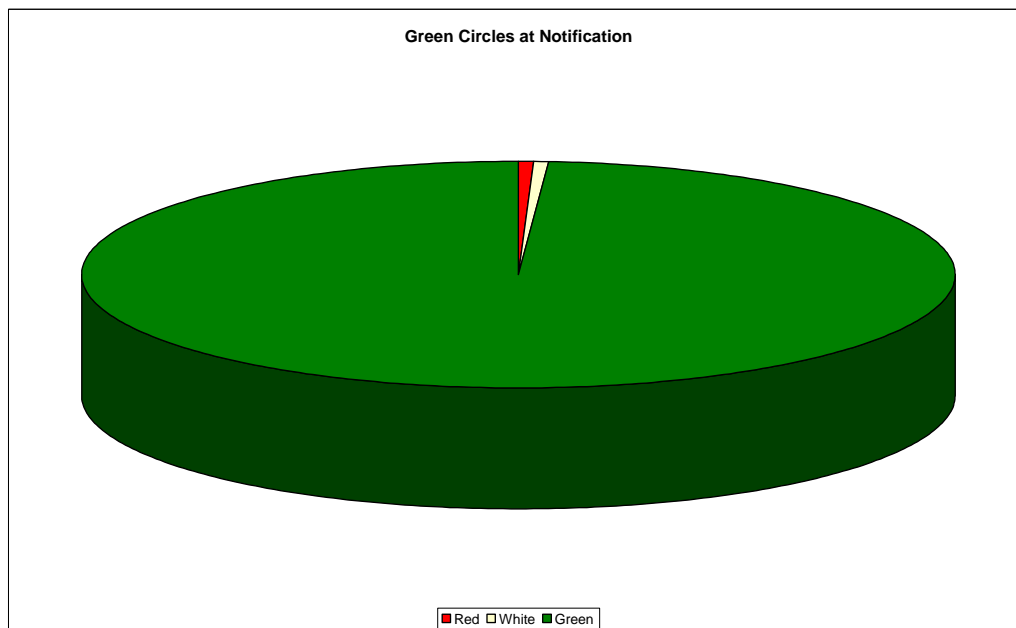
A slight majority of individuals remained red. A significant minority increased from a red circle to a white circle. A very small number of individuals went from a red circle to a green circle as a result of an appeal.

Appeal outcomes for white circled appellants are shown below.



The majority of individuals remained white, but a reasonable proportion increased to green. A very small minority decreased to red.

Green circled appellants are plotted below.



Again, the vast majority of individuals remained green, with only a very small percentage decreasing to a white or red circle.

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Gender Analysis

The majority of employees at DCC are female, though this varies according to department. Around 90% of support staff in schools are female, and approximately 77% of non-schools staff are female.

The table below shows an analysis of gender and circle at the time of notification.

Original Circle	Male	Female	Total
Red	501	1,377	1,878
White	1,212	7,224	8,436
Green	1,266	6,177	7,443
SUM (#)	2,979	14,778	17,757
SUM (%)	17%	83%	100

Around 83% of the total population at the time of notification were female and 17% were male. These proportions are relatively constant across the circle outcomes, although males are slightly over-represented in the red circle category. Males made up 27% of the original red circles.

The circle outcomes after the appeals process are shown below.

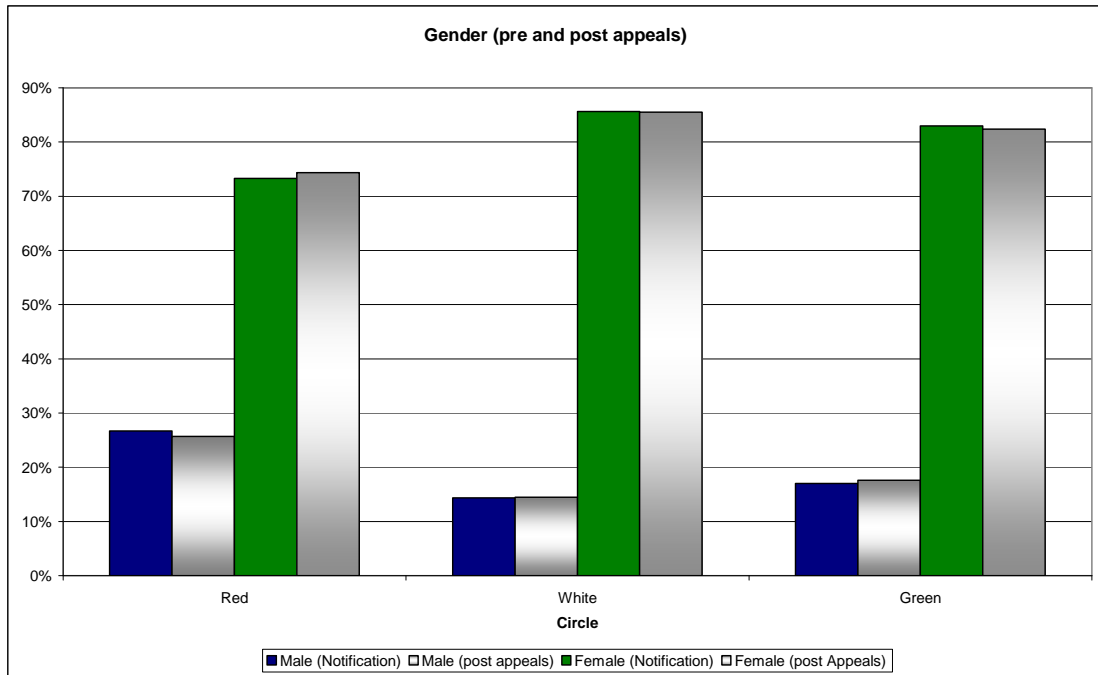
Final Circle	Male	Female	Total
Red	346	1,001	1,347
White	1,194	7,049	8,243
Green	1,439	6,728	8,167
SUM (#)	2,979	14,778	17,757
SUM (%)	17%	83%	100

NB there were 42 individuals whose gender was not specified in the database. This is why the numbers do not tally precisely with those presented earlier in the report.

As mentioned earlier in the report, the total number of green circles increased and the total number of red circles decreased as a result of the appeals. This trend is evident in the above table.

However, as shown in the graph below, the proportion of males and females in each category remained relatively constant so these trends appear to have affected each gender equally.

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The fact that males were slightly over-represented in the red circle category (27% in red circled as opposed to 17% in the general population) might be considered evidence of a gender imbalance in pay at the time of notification.

It could be argued that disproportionately more males were overpaid than women at that time, bearing in mind red circles are individuals who were determined to be overpaid by job evaluation.

These figures are not conclusive enough to be sure whether or not that was the case. However, if it was, job evaluation rectified the issue by freezing pay for individuals in these jobs.

Conclusion

Job evaluation had a positive or neutral effect on pay for the vast majority of individuals employed in NJC roles at DCC.

The appeals process was lengthy, time consuming and resource intensive. However, it achieved its purpose:

- It ensured the job evaluation process was transparent and gave affected employees an opportunity to challenge their grading level and clarify their roles.
- In general, it improved on the original results for appellants. Red circles decreased and green circles increased.

At completion of the appeals process, approximately 8% of employees remained red circled. Pay for these individuals was protected for 3 years until on 31 March 2010. In many cases, individuals' roles have been redesigned via organisational restructures during this period and transition to such roles has enabled them to maintain their salary at the higher level.

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Our analysis shows that appeals did not exert a disproportionate effect on either gender, though this work cannot be regarded as a substitute for a proper Equal Pay Audit which will be carried out in due course.

If anything, job evaluation and the appeals process may have corrected a slight imbalance which existed prior to the Equal Pay Review.

Data Notes

The starting point of the analysis was a spreadsheet showing individuals who were in post at notification. This spreadsheet was downloaded from the payroll system at the time of notification (PPS).

Data presented is per contract not per individual. Some individuals have more than one contract. In some cases it was not possible to determine whether a record was a duplicate or a second, or third, or, in some cases, fourth contract.

New recruits, i.e. those appointed post November 2006 are excluded from the data. Leavers, i.e. those exiting DCC post November 2006 are excluded from the data. Therefore, the analysis is based on the static sample of those notified in November 2006.

Individuals who were affected by an appeal, rather than registering their own appeal are included in the data.

Data relating to appeal outcomes includes all individuals affected by the appeal result. As this covers a number of employees who did not register an appeal, the figures analysed in this report are higher than those cited in CMB appeals closure report presented in October 2009.

In a small number of cases the only outcome which was readily available was an indication that the individual's grade moved up. In these cases we assumed an up translated to a one grade increase.

Re-notifications (i.e. the correction of an error at notification) have not been treated as appeals for the purposes of this analysis. However, a very small number of cases, it was not possible to determine whether a change was as a result of a re-notification or an appeal.

Individual records in the database have been verified by the Reward Adviser who managed the appeal.