

7.1

Corporate & Employment Policies

Presenter: Lisa Gostling

Employment Policies SBAR June 2020

125-EvaluationofPayBand

131-Flexi-TimePolicyProcedure

**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 June 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Employment Policies Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Lisa Gostling, Executive Director of Workforce and Organisational Development

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The following employment policies have been reviewed and are being submitted to People, Planning and Performance Assurance Committee (PPAC) for approval:

- Re-evaluation of Pay Band Policy
- Flexi-time Policy

Cefndir / Background

All Hywel Dda University Health Board (HDdUHB) employment policies are reviewed on a three yearly basis.

Asesiad / Assessment

Policies are reviewed in line with legislation and local and national agreements. Amendments to the reviewed policies are summarised below:

- Re-evaluation of Pay Band Policy – Addition of Executive Director sign-off and minor format amendments.
- Flexi-time Policy – No change to the content of the Policy.

Argymhelliad / Recommendation

People, Planning and Performance Assurance Committee is asked to consider and approve these policies.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Sub-Committee ToR Reference: Cyfeirnod Cylch Gorchwyl yr Is-Bwyllgor:	5.1.15 Consider and approve Workforce Policies.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Develop a sustainable skilled workforce

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termau: Glossary of Terms:	Included within body of report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw yr Is-Bwyllgor : Parties / Committees consulted prior to Workforce & Organisational Development Sub-Committee:	Employment Policy Review Group – 7 th February 2020

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	All policies apply to all employees
Risg: Risk:	All employees must adhere to policies in line with their terms and conditions of employment

Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable



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Re-Evaluation of Pay Band Policy and Procedure (Re-banding)

Policy Number:	125	Supersedes:	125	Classification	Employment
Version No	Date of EqIA:	Approved by:	Date of Approval:	Date made Active:	Review Date:
4	16/06/2020	People, Planning & Performance Assurance Committee	30/06/2020	01/07/2020	30/06/2023

Brief Summary of Document:	Procedure on the re-evaluation process, to be used when evaluating a potential change in pay band
Scope:	All posts covered by Agenda for Change Terms and Conditions of Service
To be read in conjunction with:	142 - Grievance Policy NHS Job Evaluation Handbook

Owning Committee	People, Planning & Performance Assurance Committee
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Executive Director:	Lisa Gostling	Job Title	Executive Director of Workforce & OD
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HYWEL DDA UNIVERSITY HEALTH BOARD

Reviews and updates

Version no:	Summary of Amendments:	Date Approved:
1	New Policy	12/05/2011
2	Revised	June 2014
3	Revised – 2 minor amendments only (Addition of the Executive Director sign off and the date that any back dating would be applied)	18/07/2017
4	Full review (Addition of Executive Director sign-off and minor format amendments)	30/06/2020

Keywords	Re-evaluation, pay band, re-banding, salary
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HYWEL DDA UNIVERSITY HEALTH BOARD

1. INTRODUCTION

Hywel Dda University Health Board recognises the importance of the contribution of its employees in the provision of its services. It therefore seeks to ensure that all posts are banded appropriately, in an equitable and consistent way to reflect the tasks, duties and responsibilities of the post.

2. POLICY STATEMENT

The Health Board seeks to ensure that there is a consistent partnership approach to the evaluation of posts, to ensure the principles of equal pay for equal value are upheld in accordance with the NHS Job Evaluation Handbook, sixth edition (and subsequent amendments).

The Health Board is committed to implementing the policy in a way, which meets the equality and diversity needs of staff. Equality and diversity encompasses race, disability, gender, age, sexual orientation, religion and belief, language and human rights. It is the responsibility of all staff to ensure that this policy/procedure is implemented in a manner that meets the needs of staff in these groups. It is always best to check with individual staff what their needs are, but needs may include providing information in an accessible format, considering mobility issues, being aware of sensitive/cultural issues.

3. SCOPE

This policy applies to all Agenda for Change posts where there has been a **significant change** to a role that is likely to affect the previous matched or evaluated job result, or where managers need to develop existing posts due to service need, where there are significant changes in the role and/or responsibilities following, for example, departmental restructure

4. AIM

This policy and procedure aims to:

- Provide comprehensive guidelines on the re-evaluation process, which will be used when evaluating a potential pay band change for all posts covered by Agenda for Change terms and conditions of service.
- Deal with requests to review a post's pay band following a **significant change** in role or a departmental restructuring.
- Follow the principles of the Agenda for Change Job Evaluation process.
- Ensure fairness, consistency and equality for all members of staff in accordance with the Health Board's Equal Opportunities Policy

5. OBJECTIVES

To achieve fairness and consistency in the process of Re-evaluation of Pay Banding for all members of staff

6. PRINCIPLES OF JOB EVALUATION

To ensure a fair and consistent approach, the following principles will be adhered to:

- Re-evaluation applications may be submitted to the Job Evaluation Team at any time of the year. The next available evaluation panel will deal with the application. Applications must be sent electronically to enable the information to be uploaded into CAJE the on-line job evaluation system. A signed paper **copy of the form** must also be sent **scanned via email or post**
- The banding of posts will be re-evaluated using the principles and processes set out in the NHS Job Evaluation Handbook.

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- The post will be re-evaluated **not** the post holder(s).
- The post(s) will be banded within the context of the organisation's workforce as a whole i.e. all re-evaluated post results will be consistency checked across similar posts within the same job family.
- The post must be re-evaluated based on the information contained within the submitted job description and person specification, not on past requirements.
- Trained management and staff representative job matchers / evaluators in partnership will undertake re-evaluations.
- The post holder may involve their trade union/staff representative at any stage of the process.
- The funding of posts re-banded to a higher pay band will must be funded from the manager's existing department budget.
- The re-evaluation of a post can result in a post being banded to a lower pay band as well as to a higher pay band.
- Employees/managers will receive a job match/evaluation report outlining the re-evaluation result.
- Employees will have the right to request a review of their re-evaluated result if they are not satisfied with the outcome (see Section 11 of the NHS Job Evaluation Handbook).

7. SOURCES OF A RE-EVALUATION REQUEST

A re-evaluation application may originate in one of two ways.

7.1 Manager

A manager may request that a post is re-evaluated in the context of a change of duties. This may include a reduction in duties / responsibilities in accordance with the organisational change policy as well as an increase in duties / responsibilities, because of service developments, restructuring or any other significant change. Where there is an incumbent in post, any changes outside of the organisational change policy must be agreed between the manager and the employee.

7.2 Employee

An employee wishing to apply for a re-evaluation of pay band should discuss their request with their Line Manager who should explore and identify whether the level of responsibility has increased and, if so, whether these are of a permanent nature and are consistent with service requirements.

8. APPLICATION PROCESS

It is important that Staff and Managers discuss any changes to role as soon as the changes are apparent to the individual and/or manager, and where the post holder and the manager agree that the role has changed and the changes may warrant a higher or lower pay band. The Re-evaluation Request Form must be completed and signed using the Health Board's current Job Description template and agreement form (Appendix 1 and available on the Intranet or from the Job Evaluation Team). The post holder, budget holder and executive director for that service must sign the form.

If the manager does not agree the changes are required/warranted then they **must** discuss this with the employee and ensure these duties are reallocated so the employee is working to their original job description.

In the case where a manager agrees that a post holder is working to a job description that has already been job matched with a band outcome and CAJE reference the application process

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must still be adhered to i.e. the Re-evaluation Request Form must be completed and signed using the Health Board's current Job Description template and agreement form. The post holder, budget holder and executive director for that service must sign the form.

Any applications not signed by all parties will be returned.

The re-evaluation application must be dated, and any change of band will be backdated to the effective date of change on the application form which is the date signed by the Executive Director. It is the manager's responsibility to ensure that the Job Evaluation Team receives the signed re-evaluation request form and documentation within 10 working days. The job description must be sent electronically to enable the information to be uploaded into CAJE the on-line job evaluation system.

In the situation, that the manager and employee do not agree that a role has changed the grievance procedure may be utilised.

It is strongly recommended that the applicant retain a copy of all the documentation sent.

9. QUALITY ASSURANCE OF DOCUMENTATION

It will be the responsibility of the Job Evaluation Team to ensure an initial scrutiny of the submitted documents, prior to it being sent to a re-evaluation panel. This quality assurance exercise will be undertaken to ensure that all of the necessary documents have been submitted using the agreed template and contain the necessary information to assist the panel to match/evaluate the post.

If as a result of this scrutiny it is found that there is insufficient information contained within the documentation to match the post, the Job Evaluation Team will return the re-evaluation documentation to the manager and the post holder, advising them of the additional information that is required.

10. RE-EVALUATION PROCESS

The re-evaluation request will be allocated to job-matching panel, comprising of trained management and staff job matchers. The panel will comprise of between 3 and 5 members in accordance with the NHS Job Evaluation Handbook.

The job-matching panel will consider all of the evidence/information submitted and will establish if there is a national profile available to match the post to.

If the panel agrees that a national profile is available the panel will proceed to attempt to job match the post.

If the job-matching panel agrees that the post does not match a national profile or that job matching has been unsuccessful if the first instance the panel will request further information from both the member of staff and their manager. If the match is still unsuccessful, the post will be referred for local evaluation and the national protocol for local evaluation in Section 13 of the NHS Job Evaluation Handbook will apply.

In this case the post holder will be required to complete a Job Analysis Questionnaire (JAQ), which must be agreed and signed off by their manager and may be asked to participate in a job analysis interview prior to the post being formally evaluated.

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At anytime during this process the panel may contact the manager and the post holder to seek clarification of information regarding a job evaluation factor.

10.1 Posts Re-Evaluated to a Higher Pay Band

Where a post is re-evaluated to a higher pay band, the manager and the post holder will be informed of the outcome, and the effective date of the change (detailed on the application form).

10.2 Posts Re-Evaluated to a Lower Pay Band

Where the outcome of a re-evaluation is a lower pay band, the manager and the post holder will be informed of the outcome. The effective date of the change will be the date when the result is communicated in writing to the postholder.

10.3 Voluntary Reduction in responsibilities

Where a member of staff voluntarily requests a reduction in responsibilities, which results in the post being re-evaluated to a lower pay band, the manager and the post holder, will be informed of the outcome. The effective date of the change may either be:-

- The date agreed by the manager and the postholder that the change occurred
- A date agreed by the line manager and the postholder where the change will occur

11. REVIEW PROCESS

In the event that a post holder is dissatisfied with the outcome of their re-evaluation, they may request a review of their job matched / evaluated result.

Such a request must be made in writing within three calendar months of notification of the original panel's decision. To trigger a review, the post holder(s) must provide details in writing of where they disagree with the match and evidence to support their case, using the Review Information Template and Agreement form, which is available on the Intranet or from the Job Evaluation Team.

The above process should only be used in the case of a review and not in the initial re-evaluation process.

The review will be conducted in accordance with the Agenda for Change Procedure.

The post holder has no right to appeal beyond the review stage, if their complaint is about the matching outcome.

In the event that the post holder can demonstrate that the process was mis-applied they may pursue a local grievance (but not against the matching/evaluation or pay banding decision), using the organisation's 142 - Grievance Policy.

Should the grievance be upheld a further independent job-matching panel will re-evaluate the post.

12. RESPONSIBILITIES

12.1. Chief Executive

The Chief Executive holds overall responsibility for the effective management of organisational policies.

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13.2. Director of Workforce & OD

The Director of Workforce & OD has responsibility for ensuring that all employment policies are developed in line with employment legislation and practice and are reviewed and updated as appropriate.

13.3 Managers

Managers in conjunction with the Job Evaluation Team are expected to deal with any applications for Re-evaluation of Pay Banding in a timely manner and in accordance with the procedure outlined in this document.

13.4 Job Evaluation Team

The team will notify both the manager and the member of staff with the re-banding outcome. This information will include the pay band, the effective date of change, a PDF version of the job description and the accompanying job match report.

In all cases where a re-evaluation of pay band results in a change in band the manager will be required to complete a Change of Circumstances Form notifying Payroll of the outcome and effective date of change. A copy of the signed agreement form **must also be attached** to the change form. Payroll will not make any changes until this information has been received from the manager.

13. REFERENCES

The NHS Staff Council Job Evaluation Group (2016), NHS Job Evaluation Handbook, London : NHS Employers

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14. APPENDIX 1 - HEALTH BOARD'S CURRENT JOB DESCRIPTION TEMPLATE AND AGREEMENT FORM



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University Health Board

For office use only

CAJE REFERENCE

DATE APPROVED

Post Title:

Name of person submitting JD	
Contact Number / Email	

Vacancy <small>(for use in the vacancy approval processes)</small>	
New structure or Service Change <small>(for use in developing structures or change)</small>	
Re-banding <small>(please complete the section below)</small>	

Please e-mail a copy of the job description to:

Andrea Thomas, Senior Terms, Conditions and Benefits Manager, andrea.j.thomas@wales.nhs.uk

PLEASE COMPLETE FOR RE-BANDING APPLICATIONS ONLY

Name of Current Post Holder(s)	
Signature(s)	
Current Pay Band	

Name of Budget Holder	
Signature	

Executive Director:			
Signature:		Date	

For re-evaluation of pay band applications – a signed copy should be sent to:

Workforce & OD Department, Withybush General Hospital, Sealyham Building, Haverfordwest, Pembrokeshire, SA61 2PZ - (please also email a copy as above)



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Flexi-Time Policy and Procedure

Policy Number:	131	Supersedes:	131	Classification	Employment
Version No	Date of EqIA:	Approved by:	Date of Approval:	Date made Active:	Review Date:
V4	20/02/2020	People, Planning & Performance Assurance Committee	30/06/2020	01/07/2020	30/06/2023

Brief Summary of Document:	Rules and regulations governing the operation of flexi-time within the organisation
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Scope:	All employees of the Health Board
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To be read in conjunction with:	109 - Time off in Lieu Policy European Working Time Directive 129 - Time off for Medical and Dental Appointments 201 - Disciplinary Policy
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Owning Committee	People, Planning & Performance Assurance Committee
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Executive Director:	Lisa Gostling	Job Title	Executive Director of Workforce and OD
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Reviews and updates

Version no:	Summary of Amendments:	Date Approved:
1	New Policy	02/08/2011
2	Revised	02/10/2014
3	Revised but no changes	18/05/2017
4	Full review (No change to the content of the Policy)	30/06/2020

Glossary of terms

Term	Definition
EWTD	European Working Time Directive

Keywords	Flexi-Time, Flexible Working, Flexibility
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1. INTRODUCTION

We recognise that staff have different needs at different stages of their working lives. Flexibility in employment makes it possible for employees to make choices about how and when they wish to work, taking in to account the needs of the service. Flexibility in employment is a key factor in demonstrating our commitment to fair and equal treatment inside the workplace and in attracting the highest calibre of applicants to work for the organisation.

The Health Board is committed to implementing the policy in a way which meets the equality and diversity needs of staff as defined in the Equality Act 2010. It is the responsibility of managers and staff to ensure that they implement this policy/procedure in a manner that meets the needs of people from these groups. It is always best to check with individual staff what their needs are, but needs may include providing information in an accessible format, considering mobility issues, being aware of sensitive/cultural issues as defined by the Equality Act 2010 or any subsequent amendments or future legislation.

2. POLICY STATEMENT

The purpose of this policy is to outline the procedure to be followed by staff who work flexi-hours, i.e. choose the time they begin and finish work around a set core time each working day. The scheme provides for authorised time worked beyond contracted hours to be “banked” as “credit” and taken as time off to suit both the employee and the employer.

3. SCOPE

This policy covers all staff employed by Hywel Dda University Health Board who work within departments that operate within the hours of 8am and 6pm. For employees whose conditions of service include unspecified hours of work, flexitime may be available by individual negotiation with the manager.

4. AIM

This policy and procedure allows managers and staff to exercise discretion over the arrangement of working hours, subject to the service requirements of the department/section being covered.

5. OBJECTIVES

To improve the efficiency of the departments whilst giving flexibility to employees to enable them to work hours suited to their individual requirements.

6. RESPONSIBILITY OF MANAGERS

Managers have a responsibility to ensure that all requests to work flexi-time are considered fairly and equitably. Managers must ensure that the records of hours worked and hours owing/owed for each member of staff are accurate and up to date and are authorised appropriately. Managers must ensure that all staff are fully aware of core times that apply within their department.

Line managers who have some staff on working flexitime and others not, should make specific provision to monitor the working time of those not on flexitime to ensure that there is not inequity between the two groups of staff in terms of total working time.

7. RESPONSIBILITY OF EMPLOYEES

Employees will be responsible for liaising with colleagues to ensure that there is cover in the department during the normal working day as initially defined by the manager. Employees will

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be responsible for maintaining accurate and contemporaneous records of hours worked, hours owing and hours owed and ensuring records are appropriately authorised by their manager.

8. WORKING TIME

For full time employees, each working day will include core time totalling 4 hours which will be determined according to departmental needs. For part-time employees, the core time will be determined according to departmental needs, but will normally comprise at least 50% of daily hours.

Within flexi-time the maximum working hours are 9 hours and the minimum is 5 hours per day for full time employees. There is a compulsory unpaid break of 30 minutes, (in accordance with EWTD) if the employee intends to work for more than six hours in that day.

The Core Hours are 10am – 12 noon and 2pm – 4pm with a starting from 8am onwards and a finish time up until 6pm.

Employees are permitted to carry over up to 8 hours into the following month or a debit of 4 hours.

Working Day				
08:00 – 10:00	10:00 – 12:00	12:00 – 14:00	14:00 – 16:00	16:00 – 18:00
Flexitime Hours				
Core Time Hours				

Within flexi-time, a standard day is a fifth of the normal working hours for the week.

Work outside “limits of working day” - Such time may be counted towards hours worked, provided that it has been authorised in advance by the line manager and the hours are recorded on the flexi time sheet.

9. IMPLEMENTATION OF PROCEDURE

An account of hours worked must be made by the employee on a flexi-time sheet (as in Appendix 1).

At the end of each calendar month, the employee should calculate the hours worked and the excess or deficit of hours. A maximum of 8 hours excess or 4 hours deficit may be carried forward to the next calendar month. In general, these hours have to be balanced outside core hours, but up to one day each month (including core time) may be taken off, subject to authorisation from the manager.

During sickness, holidays and study leave, a normal day will be credited for each day of absence.

Wherever possible, employees on flexi-time should make medical and dental appointments outside core time (see also HDUHB 129 - Time off for Medical and Dental Appointments Policy). Employees are required to calculate their own debit/credit times and provide their manager with their flexitime sheet for authorisation. Any employee falsifying time records will be liable for disciplinary action which could result in dismissal.

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10. APPENDIX 1- FLEXI-TIME RECORD SHEET

Name							
Department							
Directorate							
Month							
Year							
TOTAL BROUGHT FORWARD							
DATE	SESSION 1		SESSION 2		TOTAL HOURS WORKED	DEBIT	CREDIT
1 st							
2 nd							
3 rd							
4 th							
5 th							
6 th							
7 th							
8 th							
9 th							
10 th							
11 th							
12 th							
13 th							
14 th							
15 th							
16 th							
17 th							
18 th							
19 th							
20 th							
21 st							

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22 nd							
23 rd							
24 th							
25 th							
26 th							
27 th							
28 th							
29 th							
30 th							
31 st							
TOTAL CARRIED FORWARD							

Employee Signature	
Managers Signature	
Managers Name	
Date Approved	