CONDITIONS OF SERVICE – PAY, GRADING AND BENEFITS STRUCTURE.

1.0 INTRODUCTION.

Glasgow Life's pay, grading and benefits structure is modern, fair and delivers equality. Glasgow Life supports the principle of equal opportunities in employment and recognises that to achieve this it must have a pay, grading and benefits structure that is transparent, flexible, based on objective criteria and free from bias. This information applies to all employees.

2.0 THE PAY & GRADING STRUCTURE.

2.1 Overview

On appointment, employees receive a 'Statement of Particulars'. This contains details of their job family, position and pay as defined in Glasgow Life's Pay and Grading Structure.

The structure is made up of

- 9 job families.
- 76 role profiles.
- 14 grades.
- 55 pay points.

Job families group together roles of a similar purpose. Within each job family there are a number of role profiles which detail what is needed to carry out the job. The role profile determines the grade an employee is in. This in turn determines the employees' pay point.

An employees' pay is known as their 'contracted pay' and is made up of their core pay and any additional non-core payments (if appropriate). The above is explained further in the following sections.

2.2 Job families.

Job families group jobs together that share a similar purpose and have similar characteristics. Glasgow Life has 9 job families:
- Business support (BS).
- Catering (CAT).
- Clerical admin (CA).
- Community facility user support (CFUS).
- Physical and environmental services (PES).
- Social renewal, learning and people development (SRLP).
- Technical services (TS).
- Road vehicle operations (VEH).
- The leadership family (LDR).

To access the description and key characteristics of each of the job families, view it on Appendix 1. Alternatively, contact your Human Resources team for more information.

2.3 Role profiles.

Within each job family, there are groups of role profiles. Role profiles list the main tasks, skills, knowledge, qualifications and competencies needed to carry out the job. Each role profile has a 'size', reflecting what's involved and the level of responsibility attributed to it. The size of the role determines the amount of pay that it attracts. The role profile therefore determines the grade an employee is paid at.

2.4 Grades.

The Pay and Grading Structure is made up of 14 grades.

Grades 1 - 8 are made up of the 13 Non-leadership job families.

Grades 9 - 14 are made up of the Leadership grades, which are primarily supervisory, management and leadership roles.

Each grade has pay points. These pay points make up an employee's 'core pay'.

2.5 Pay Points

The pay points reflect different levels of capability within a role - from 'Entry' to 'Interim' to 'Proven'. The number of pay points within each grade varies, depending on the complexity of the role and how long it takes to move from Entry to Proven. Each pay point has an annual salary value attached to it, calculated on the basis of a 35-hour week.

2.6 Progression

Employees employed or promoted before 1 October 2006 will progress to the next pay point on 1 April each year.

Employees employed or promoted after 1 October 2006 will progress to the next point of the grade on the anniversary of the date of employment or promotion. Progression through the points within the grade is not automatic and is dependent on evidence derived from the role profile of satisfactory attainment of the skills, qualifications and competencies required. However, progression, although not automatic, would ordinarily be expected and supported.

The role profile and grade an employee is assigned to, are contained within their Statement of Particulars. To access the Company's Job Families view it at Appendix 1. The Company's Pay and Grading Structure is available on the intranet. Alternatively, contact the Human Resources team for more information.

3.0 CONTRACTED PAY

An employee's contracted pay is their total pay and is made up of their core pay plus any non-core payments they may receive.

3.1 Core pay

An employee's core pay is based on the pay point in the grade they are assigned to in the Pay and Grading Structure. For many employees, their core pay will also be their contracted pay if they are not entitled to any additional non-core payments.

3.2 None core pay

Some employees may be entitled to additional non-core payments due to:

- Working context and demands; and/or
- non-standard working patterns/hours; and/or
- recruitment or retention needs; and/or
- additional contribution zone;

3.2.1 Working context and demands

This non-core payment takes into account:

- physical demands (work requiring physical effort);
- working conditions (e.g. working outdoors);
- working health and safety (where there is a risk to personal safety);
- dexterity demands (work requiring dexterity, co-ordination and precision);
- emotional context (exposure to distressing or emotional situations).

Points are awarded for each of these categories of work. When added together, the points correspond to a defined 'level', which then equates to a monetary 'value' (the non-core payment). Payments are made in accordance with pay frequency and these payments are pensionable.

To access the table of working context and demands, view it on the intranet. Alternatively, contact the Human Resources team for more information.

3.2.2 Non-standard working pattern/hours

This non-core payment takes into account:
- requirement to work at weekends;
- requirement to work 37 hours;
- requirement to work variable hours/additional hours (up to 5 hours);
- short notice additional hours;
- recall, split duty, call out, task completion;
- requirement to work hours out with the 06:00 - 20:00 hours period;
- standby; and
- shifts.

Points are awarded for each of these, depending on the disruption to normal working time. When added together, the points correspond to a defined 'level', which then equates to a monetary 'value' (the non-core payment). Payments are made in accordance with pay frequency and these payments are pensionable.
To access the non-standard working patterns/hours matrix, view it on the intranet.

Alternatively, contact your Human Resources team for more information.

3.2.3 Recruitment and retention payments

This non-core payment is made to help the Company recruit or retain particular employees, for example with specialist skills that may be hard to find elsewhere. This payment will only be used in exceptional circumstances. Further details can be found by contacting your Human Resources team for more information.

3.2.4 Additional contribution zone

The Additional Contribution Zone (ACZ) applies to grades 8 to 11 inclusive.

Employees can only be paid at this higher rate where the Chief Executive has approved this and only then when qualifying criteria has been met. An example is where an employee's contribution is recognised as being exceptionally high in meeting Company's objectives. The ACZ is not a progression point within a grade, and so employees can only be paid this in exceptional circumstances for a defined period of time.

4.0 OVERTIME

For employees in grades 1-7, the following rates apply.

4.0.1 Overtime

Hours offered, which fall out with the application of the non-standard working patterns matrix, will be paid at plain time.This is based on a 35-hour calculator at the employee's point on the grade, plus any working context and demands non-core payment.

4.0.2 Public holidays

Payment for working on a designated public holiday will paid at plain time plus time off in lieu

4.0.3 Employees at grade 8 and above

Employees at grade 8 and above may need to work extra hours from time to time due to Company needs. Where this arises, employees will not normally receive overtime payments unless the relevant Director considers the circumstances to be exceptional. Where overtime is paid it will be at plain time at the top point of grade 7.

5.0 RESPONSIBILITY PAYMENTS

Where a Director authorises the need for an employee to undertake the responsibilities of a profile in a higher grade, then the pay points within that higher grade will apply.

Where the employee assumes full ability and competence to undertake the role profile, the entry point should be used.
If an employee is sick during the period of responsibility, then the sickness allowance will be paid including the responsibility payment.

Responsibility payments should only apply after a period of one month. The relevant Head of Service should not authorise payments for periods of longer than one year.

Conditions of Service Pay, Grading & Benefits Structure.
Job Families - Description & Key Characteristics Appendix 1

Job Family	Description	Key Characteristics
Business Support (BS)	Support, advice and professional services to enable and control the business	• Internal focus on the business infrastructure of the Company to ensure effective management and proper compliance; • Advice and services rendered will generally be accepted as professionally authoritative and recommended practice; • Activities tend to be event based rather than ongoing process; • Development and planning of business policy and strategy.
Catering (CAT)	Preparation and serving of food for immediate consumption	• Delivery of prepared food under food hygiene regulations; • Variety of site based catering situations; • Requires the application of skills for using industrial catering tools and equipment; • Design of fit for purpose service.
Clerical Admin (CA)	Delivery of support and administrative services to internal and external customers	• Support and administrative services to internal and external customers; • Progress regular transactions via established procedures; • Undertake regularly occurring event based duties; • Has regular live interface with community individuals; • Understands and responds to queries.
Community Facility User Support (CFUS)	Enabling the effective and safe use of premises, facilities and associated equipment.	• Works at a Company/community site providing a service; • Regular interface with public to provide facilities support; • May offer direct advice on effective use of facility; • General facilities maintenance.
Physical & Environmental Services (PES)	General maintenance and development of premises and outside facilities.	• Requires the application of physical skills for using and operating tools and equipment; • Application of vocational and practical skills.
Social Renewal, Learning and People Development (SRLP)	Direct development of people to build their personal capacity.	• Designs development opportunities; • Prepares and applies resources; • Delivers skills and knowledge development.

Job Families - Description & Key Characteristics Appendix 1 (cont).

Job Family	Description	Key Characteristics
Technical Services (TS)	Provision of technical services to internal and external customers.	• Deliver of technical services; • Response to specific project brief; • Originate technical solutions; • Advice and services rendered will generally be accepted as professionally; authoritative and recommended practice.
Road Vehicle Operations (VEH)	Provision of services through use of public road vehicles.	• Primary emphasis is driving of road vehicles on public highways; • Secure transport of people or goods; • Route planning and implementation.
Leadership (LDR)	Roles that have significant contribution to the strategic direction and the tactical implementation of the Company's aspirations.	• Determines what is required and how the Company will achieve its objectives; • Plans, implements and controls Services and support functions; • Assures proper compliance to internal and external policy.