

GLASGOW LIFE

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 and Pay and Grading Structure, view it on Appendices 1 and 2. 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 appendix 3. 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 Appendix 4. 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 be 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.

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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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Designs development opportunities; • Prepares and applies resources; • Delivers skills and knowledge development.

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Job Families - Description & Key Characteristics

Appendix 1

Job Family	Description	Key Characteristics
Technical Services (TS)	Provision of technical services to internal and external customers.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.

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Pay & Grading Structure

Appendix 2

PAY POINT		PROGRESSION POINT	GRADE	ROLE PROFILES			
£132,413.54	P						L
£128,604.81	I2		14	Service LDR 6A	Functional LDR 6B		
£124,905.57	I1						
£119,555.35	E						
£109,532.48	P						E
£106,381.80	I2		13	Service LDR 5A	Functional LDR 5B		
£103,321.86	I1						
£98,896.12	E						
£97,463.41	P						D
£94,659.95	I2		12	Service LDR 4A	Functional LDR 4B		
£91,937.13	I1						
£87,999.04	E						
£87,999.04	ACZ			ACZ	ACZ	ACZ	E
£85,467.83	P						
£81,806.85	I2		11	Service LDR 3A	Business LDR 3B	CorporateLD R 3C	
£78,302.69	I1						
£73,862.85	E						
£70,694.97	ACZ			ACZ	ACZ	ACZ	R
£68,597.12	P						
£65,603.13	I2		10	Service LDR 2A	Business LDR 2B	CorporateLD R 2C	
£62,731.33	I1						
£59,105.95	E						
£56,539.68	ACZ			ACZ	ACZ	ACZ	S
£54,849.19	P						
£52,466.21	I2		9	Service LDR 1A	Business LDR 1B	CorporateLD R 1C	
£50,164.70	I1						
£47,292.91	E						

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Pay & Grading Structure – Cont'd

Appendix 2

		BS	CA	CAT	CFUS	CRM	CSE	IPI	PCS	PES	SEC	SRLP	TS	VEH	
£45,215.45	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ	ACZ		
£43,891.57	P														
£41,956.68	I2	8	BS5	CA7	CAT6	CFUS8	CRM6	CSE6	IPI6	PCS7	PES7	SEC6	SR7	TS7	
£40,143.99	I1														
£37,801.74	E														
£36,131.62	P														
£34,563.33	I2	7	BS4	CA6	CAT5	CFUS7	CRM5	CSE 5A 5B 5C	IPI5	PCS6	PES6	SEC5	SR6	TS6	
£32,587.71	I1														
£30,713.91	E														
£29,328.94	P														
£28,106.89	I2	6	BS 3A 3B	CA5	CAT4B	CFUS6	CRM 4A 4B	CSE 4A 4B	IPI4	PCS5	PES5A		SR5	TS5	
£26,436.78	I1														
£24,909.23	E														
£23,850.13	P														
£22,811.40	I2	5	BS 2B 2C	CA 4A 4B	CAT4A	CFUS 5A 5B	CRM 3C		IPI3	PCS4	PES 5B 4A	SEC4	SR4	TS4	VEH5
£21,487.52	I1														
£20,224.75	E														
£19,348.95	P														
£18,513.90	I	4	BS 2A	CA 3	CAT3	CFUS4	CRM 3A 3B	CSE 3B 2	IPI2	PCS3	PES 4B 3A		SR3	TS3	VEH4
£17,699.19	E														
£16,925.25	P														
£16,192.02	I	3	BS1	CA2	CAT2B	CFUS3	CRM2	CSE 3A 1	IPI1	PCS2	PES3B	SEC 3 2	SR2	TS2	VEH3
£15,479.16	E														
£15,031.08	P														
£14,358.96	I	2			CAT2A	CFUS2					PES2		SR1	TS1	VEH 2 1
£13,727.57	E														
£13,340.59	P														
£12,200.03	E	1		CA1	CAT1	CFUS1	CRM1			PCS1	PES1	SEC1			

Working Context & Demands

The following tables show the different types of contexts and demands and the factor levels associated with these. The even number factor levels (2, 4 and 6) are blank. These are designed to give managers flexibility where the working context or demand lies somewhere between the given definitions. Each levels equates to a number of points shown in the overall points summary. The more an employee is exposed to a particular situation, the more points they are likely to qualify for. The points for each level are then totalled and payment made as shown in the payment matrix table.

Physical demands

Level	Definition
1	Work requiring normal physical effort.
2	
3	Work requiring normal physical effort with periods of sustained effort; or normal physical effort occasionally in awkward postures; or prolonged effort in a constrained position.
4	
5	Work requiring substantial physical effort with short periods of intense physical effort, or normal physical effort regularly in awkward postures.
6	
7	Work regularly requiring intense physical effort, or lengthy periods of substantial physical effort in awkward postures.

Working conditions

Level	Definition
1	Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise or outside conditions.
2	
3	Work includes significant elements of inside or outside work involving some exposure to moderate noise, heat, cold, disagreeable or difficult surroundings/conditions.
4	
5	Majority of work performed outside involving exposure to all weather conditions or exposure inside or outside to considerable noise or dirty or difficult or disagreeable and unpleasant surroundings/ conditions.
6	
7	Working continuously outside involving exposure to all weather conditions or exposure inside or outside to continuous noise or work in dirty or very disagreeable and unpleasant surroundings/conditions.

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Appendix 3

Working health and safety

Level	Definition
1	Work involves minimal risk to personal injury, illness or health problems arising from the environment or the public/clients.
2	
3	Work potentially involves some risk to personal safety or injury, illness or health problems arising from the environment or the public/clients.
4	
5	Work involves moderate risk to personal safety or injury, illness or health problems arising from the environment or the public/clients.
6	
7	Work potentially involves a substantial risk to personal safety or injury, illness or health problems arising from the environment or the public/clients.

Physical dexterity demands

Level	Definition
1	Work requires minimal precision and speed in the use of dexterity, co-ordination and/or senses; or moderate precision in the use of these skills.
2	
3	Work mainly requires moderate precision and speed in the use of dexterity, coordination and/or senses or considerable precision in the use of these skills.
4	
5	Work mainly requires considerable precision and speed in the use of dexterity, co-ordination and/or senses or high demands for precision in the use of these skills.
6	
7	Work mainly requires high demands for precision and speed in the use of dexterity, co-ordination and/or senses or very high demands for precision in the use of these skills.

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Appendix 3

Emotional context

Level	Definition
1	Work related exposure to distressing or emotional situations is unlikely or rare.
2	
3	Work may incur regular occasions relating to distressing situations of a generally non-physically traumatic nature or occasional working in socially difficult places.
4	
5	Work will anticipate regular and frequent exposure to situations involving others in a highly, emotionally distressed state or frequent working in socially difficult places or exposure to some physical trauma to others.
6	
7	Work will expect significant exposure to situations involving others in a highly, emotionally distressed state or everyday working in socially difficult places or exposure to significant serious physical trauma to others.

Overall Points Summary

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Physical Demands	6	9	12	15	18	21	24
Working Conditions	6	9	12	15	18	21	24
Working Health & Safety	8	12	16	20	24	28	32
Physical Dexterity & Demands	6	9	12	15	18	21	24
Emotional Context	6	9	12	15	18	21	24

Payment Matrix

Points Allocated	Payment value
Less than 45	No payment
45 to 54	£520.00
55 to 63	£649.00
64 to 72	£818.00
73 to 79	£1039.00
Over 80	£1267.00

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Appendix 4

Non Standard Working Pattern/Hours

		POINTS VALUE
Requirement to work at weekends: (Average per week)	1) Up to and including 7hrs total Saturday and/or Sunday.	3
	2) More than 7hrs total Saturday and/or Sunday.	7
Requirement to work 37 hours		7
Requirement to work:	Variable hours/additional hours (up to 5 hours)	7
	Short Notice additional hours.	7
	Recall, split duty, call out, task completion	7
Requirement to work hours out with the 06:00 - 20:00 hours period:	Up to 4 hours per week.	5
	5 or more but less than 8 hours.	7
	8 hours or more per week average.	10 15
Standby:	1) Occasional - Less than 20% of working time;	5
	2) Regular - Between 20% & 50% working time;	7
	3) Frequent - Between 50% & 75% working time;	10
	4) Constant - 75% or more.	15
Shifts:	2 Shifts - Coverage up to 14 hours;	5
	2 or 3 Shifts - Coverage over 14 hours but less than 18 hours;	10 21
	2 or 3 Shifts - Coverage over 18 hours but less than 22 hours;	
	Constant Night Shift or 3 Shifts coverage of 24 hours;	27
	Where points are allocated to recognise coverage of hours for shift patterns, then no additional points should be awarded for hours out with 06:00-20:00. Where shift pattern includes weekends - account can be taken of either an additional 3 or 7 points (see requirement to work weekends above).	

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Appendix 4

NB: To be considered, the requirement to work must be a regular contractual demand (usually weekly or average weekly)

(1) Additional hours offered which fall out with the application of this matrix should be paid at plain time @ 35 hours calculator @ employees point on the grade plus any WCD non-core payment.

(2) Payment for working on a designated public holiday will plain time and time off in lieu

Scoring Range	Payment Level	Payment Value
3-5 points	A	£595.00
6-10 points	B	£950.00
11-15 points	C	£1520.00
16-20 points	D	£2432.00
21-25 points	E	£3893.00
26-30 points	F	£6227.00
31 + points	G	£7649.00