



Shetland Islands Council

Single Status – Consultation Modernising Employment



Employee Information Booklet

October 2008

New Proposals

Please take time to read through this booklet as it contains vital information about the new proposals being put forward by this Council on Single Status. We need your comments on these proposals to ensure a successful implementation.

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1. Introduction

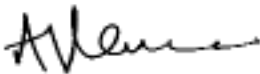
Shetland Islands Council has been working in close partnership with the local Trades Unions for the past 18 months to deliver a new set of proposals for implementation of Single Status. This booklet describes the new package that has been developed for you to consider.

We would ask you to consider these new proposals carefully as this is a very important subject for all of us.

We would also encourage you to attend the briefings and meetings with your managers. Please feel free to ask any questions and give your views and opinions. These new proposals are the results of many months of hard work that has involved a large number of people across the whole Council. This is the opportunity for you to consider them and let us have your views. To give us your views, please complete and return the questionnaire.

There is no doubt that Single Status has been a complex issue, we firmly believe that these new proposals represent an important step in taking the Council forward as an employer that promotes fairness and equality. There is also no doubt that we are facing a number of future challenges, we believe these new proposals will make a significant contribution to safeguarding jobs in the Council, and sustaining Shetland as a community in the long-term.

We are convinced that these proposals provide the basis for a very fair settlement of Single Status, and is the best package offered anywhere in Scotland. We hope you will be able to support them.



Sandy Cluness
Convenor



Morgan Goodlad
Chief Executive

2. Background to Single Status

2.1 What is Single Status?

In 1999, the Single Status Agreement was reached nationally between Scottish Local Authorities and Trades Unions. The Agreement came from a recognition that pay and conditions in individual Authorities were not equal, and may not comply with equal pay legislation.

The principles of the Agreement are based on:

- Delivery of high quality and flexible services
- A well trained and motivated workforce
- Ensuring equality in employment

All Councils in Scotland have had more than one set of pay rates and terms and conditions for their employees. Single Status is about harmonising these in a fair and consistent manner.

Some sets of terms and conditions meant that some groups of employees enjoyed benefits that others didn't get, and there have been different rates for some of these benefits. This alone can be viewed as discriminatory and must end. Single Status ensures that there is **one** single set of terms and conditions to be developed and introduced for everybody.

The National Agreement on Single Status set some terms and conditions that must apply nationally across all Scottish Councils and left others for local determination. However, all Councils were required, through the Agreement, to deliver the following:

- A new local grading structure to replace the current national grades and pay rates. This is underpinned by a Job Evaluation Scheme that was approved by the Unions and the Equal Opportunities Commission (now called the Equality and Human Rights Commission).
- An associated pay structure for the new grades using a new expanded spinal column of hourly rates/pay points, agreed by the Scottish Joint Council.
- Local, harmonised terms and conditions of service.

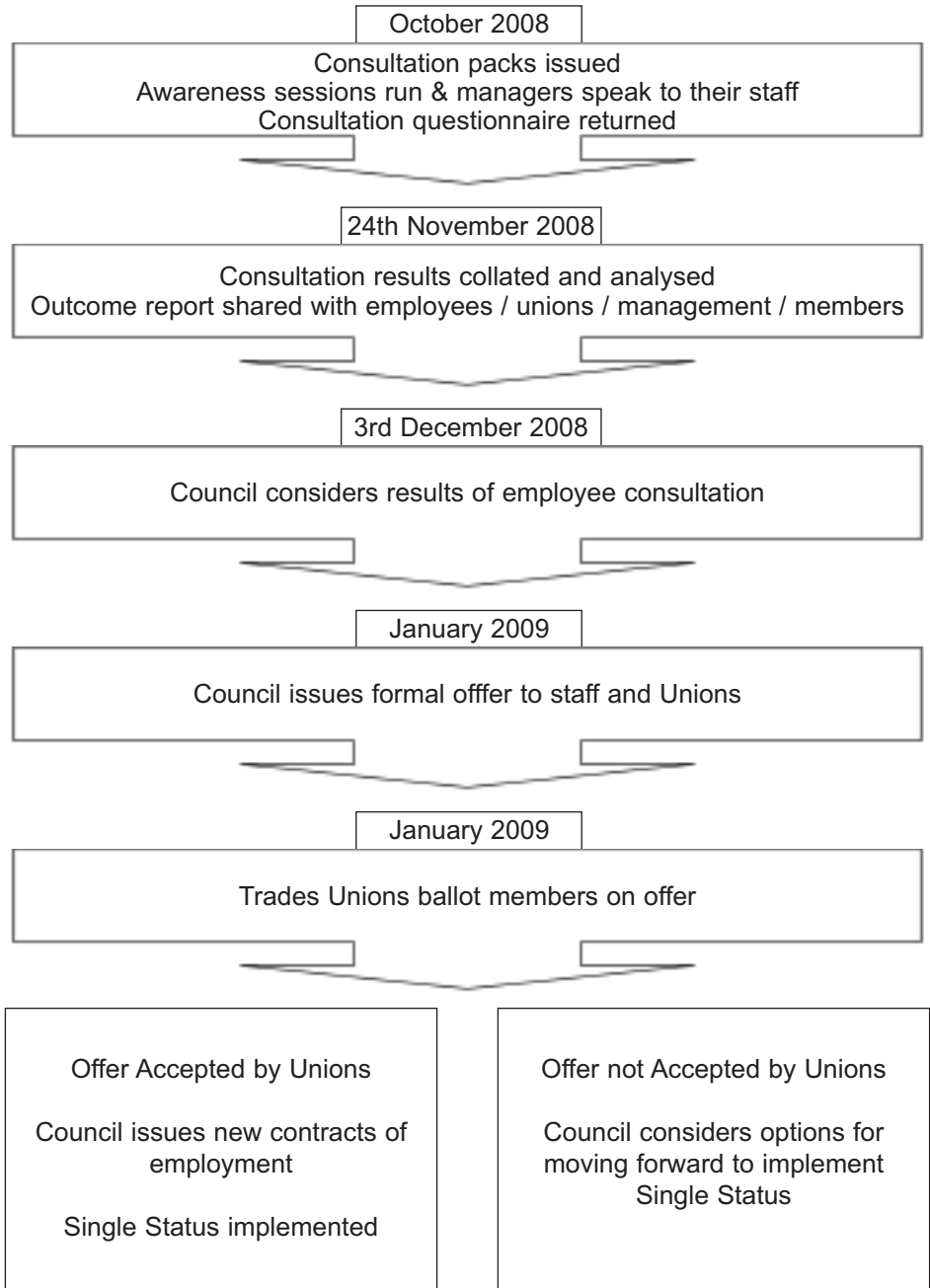
Each of these will be further explained in this booklet.

2.2 What has happened in the last 18 months?

Since the withdrawal of the proposals made in February 2007, the Council has reassessed the best approach to delivering equality through Single Status. A joint Councillor / Union / Management / Single Status Team was appointed, and that team has reviewed, updated and reassessed all aspects of the project since then.

Many of the details of Single Status have been overhauled in the last year, and the overall outcome for many staff is different to that proposed last February. Delivering the fundamental principles of equality and fairness and meeting its equalities duties are vital to the Council as a good employer. These principles have been foremost as the Project Board and Team have gone about their work.

3. Explanation of the Consultation Process



4. Guide to Job Families and proposed Pay & Grading Scheme

The letter you received along with this booklet indicates the Job Family and Level that your job has been matched to e.g. “Care & Learning Level G”

- Matching describes the process of allocating existing jobs to proposed levels within a Job Family. It has been done on a combined evaluation of the duties that you are doing at the moment, and those that need to be done in the future (re-design).
- A Job Family is a grouping of related or similar roles across pay levels that helps managers and staff see how duties and demands link to each other.
- A Job Family Level is the group of jobs with similar levels of demands and responsibilities within that Family, and therefore the same level of pay. (Each level has the same hourly rate in every Family).

We want to emphasise that the proposed new Family Levels represent the job structure the Council wants to have for the future. They are not intended to mirror jobs in the present structure.

The Council has produced a booklet on Job Families, which has been sent to all employees. The booklet is also available to view on the Council's Intranet and Internet sites (see Section 8)

This booklet provides information on:

- The six Job Families and the levels within that Family
- The rates of pay for each level within a Job Family
- A description of each of the new Family levels

Each Job Family has a number of levels. Various jobs with different detailed duties may be allocated to the same level because they involve similar amounts of responsibility and demands (this rewards work of equal value with equal pay rates).

Each Family profile lists examples of tasks at that level. The Family levels are not an exact description of your job, but provide examples of the type of work and levels of demands and responsibilities within your job.

Every Family level has two salary points. If you are placed on the lower point you will normally progress to the top point one year after implementation (new appointments will progress after one year).

5. Proposals on New Terms & Conditions of Service

The Single Status Agreement is a major opportunity to examine current practices and agree on a new modern package of terms and conditions. That package must be equal and fair, and reflect the future working needs of the Council.

This Council currently has over 100 separate local agreements on employee terms and conditions. Some of these only apply to certain groups of staff, and as such, are considered to be unfair. The proposed terms and conditions apply equally to everyone covered by the Single Status Agreement. These proposed terms and conditions have been checked by an independent equalities assessor and the final formal offer will be re-checked to ensure that they meet equality standards.

5.1 Terms and conditions that remain the same:

- **Training and Development** - As per national Red Book agreement / current local agreement.

- **Payments to Employees** in the event of death or permanent disability arising from assault - As per national Red Book agreement /current local agreement

Below is the list of the proposed new terms and conditions that have been developed for consultation. Please take some time to read through these so that you are clear how they would affect your own employment situation.

5.2 Standard Working Week

Different groups of staff employed by the Council currently have different lengths of standard full-time working week. Some work 34 hours, some 37, some 42 etc. Entitlement to overtime payments also starts at different points for different posts.

This is not fair or consistent, so the Council is proposing that the standard full time working week will be 37 hours for all staff covered by the Single Status Agreement. The specific hours at work might vary in accordance with the different needs of services. (e.g. 8 – 4, 9 – 5, shifts etc.)

The working week of individual employees may vary from the standard 37 hours, (e.g. part-time workers, shift workers, workers with contractual overtime) but overtime will start for everyone after 37 hours.

Some Services may average out 37 hours over a longer period such as a month. Some could even average out hours over a whole year (annualised hours) if that is what the service needs.

The Council will take into account staff circumstances when agreeing hours of work and will avoid;

- Short notice changes to rostered or expected patterns of work
- Excessive hours in any particular week
- Unnecessarily long periods over which weekly hours are arranged

5.3 Part-time Working

Some employees have jobs that are less than 37 hours a week. They will be paid at the same hourly rate as full-time posts doing the same job at the appropriate Family Level.

Holidays and other entitlements such as distant islands allowance will be paid in proportion to the hours of their post, compared to full-time.

5.4 Working Overtime

The Council does not want employees working overtime on a regular basis if that can be avoided, but does recognise that where overtime needs to be worked that should be paid fairly.

Overtime rates and calculations vary between groups of employees covered by Single Status at the moment. There is a need to make these consistent and fair.

The proposal is to have a **single overtime rate of time-and-a-half** for everyone for hours worked beyond 37 per week. However we also wish to introduce flexi-time across services where appropriate.

You will need to work at least 15 continuous minutes extra for it to be considered overtime. All overtime must be authorised by your manager before it is worked. A week for overtime purposes runs from Monday to Sunday.

Alternatively, you can agree with your manager to swap overtime payment for an equal amount of time off, at straight time, at some other point.

If you have to work overtime, out with your normal daily pattern, then you will be entitled to mileage and/or expenses to and from work at the appropriate rate.

5.5 Working During Unsocial Hours

Some services need staff to work at night or weekends to deliver the service the public needs. This can be seen as less convenient, and so staff are entitled to be compensated for this inconvenience.

The proposal is to have a **single Unsocial Hours rate of time-and-a-third**.

Employees required to work any time between 10.30pm to 7.30am will be paid time-and-a-third for any hours worked.

Anyone rostered to work, midnight on Friday to midnight on Saturday, will be paid time-and-a-third for any hours worked.

Employees required to work, midnight on Saturday to midnight on Sunday, will be paid time-and-a-third for any hours worked

Employees agreeing to work overtime between 7.30am and 10.30pm on a Saturday will receive time-and-a-half (for the overtime); no unsocial hours allowance will be paid.

Employees agreeing to work overtime on a Sunday will receive time and a half (for the overtime) plus a third (for the unsocial hours), which equals time and five sixths.

Unsocial Hours Matrix

	Midnight-07.30AM	07.30AM-10.30PM	10.30PM – Midnight
Monday	Time-and-a-third	Straight-time	Time-and-a-third
Tuesday	Time-and-a-third	Straight-time	Time-and-a-third
Wednesday	Time-and-a-third	Straight-time	Time-and-a-third
Thursday	Time-and-a-third	Straight-time	Time-and-a-third
Friday	Time-and-a-third	Straight-time	Time-and-a-third
Saturday	Time-and-a-third	Time-and-a-third for all rostered work. No Unsocial Hours payments for overtime or flexitime	Time-and-a-third
Sunday	Time-and-a-third	Time-and-a-third for all rostered work and overtime. No Unsocial Hours payments for flexitime	Time-and-a-third

5.6 More than one Enhancement

Where more than one of these enhancements applies, (overtime, unsocial hours, public holiday working) each will be calculated from the employee's basic hourly rate. For example if you work overtime during the night, overtime will be paid at time-and-a-half of your basic rate and unsocial hours will be worked out at time-and-a-third of your basic rate (overall time-and-five-sixths). There will not be additional enhancements on an already enhanced rate.

5.7 Acting-Up Arrangements

Sometimes there is a need for a member of staff to have to do someone else's job on a temporary basis to make sure that the services people need are delivered properly. While they are carrying out a job that has higher demands and responsibilities it is fair that they are paid the rate for that job.

Where an employee has to temporarily undertake **the full range of** duties and responsibilities of a higher graded post the Council will pay that employee the rate of pay for the higher graded post for the time spent doing that job.

Where an employee is required temporarily to undertake a **significant proportion** of the duties and responsibilities of a higher graded post; the Council will pay the employee for the proportion of duties at the rate of pay for the post for the time spent carrying them out.

Where there is a need for an employee to temporarily undertake duties not related to an existing post and which are beyond the scope of their post, the Council will pay an honorarium to reflect the higher duties involved.

5.8 Working on Public Holidays

Some Council services have to be maintained even when everyone else is having a public holiday, e.g. Care Centres on Christmas Day.

Anyone who has to work on a public holiday, midnight to midnight, will be paid **treble time** for their hours, but they won't get any other extra rates such as overtime or unsocial hours.

If you agree with your manager, then you can swap public holiday payment for an equal amount of time off, at straight time, at some other point. i.e. if you worked on Christmas Day you could agree to have another day off rather than being paid treble time.

5.9 Being on Standby and being Called-Out to work

Some services need members of staff to be contactable, or to work outside normal hours because something unpredictable has occurred, e.g. adverse weather early in the morning, a pressing social work issue or an emergency plumbing repair at the weekend. This is part of the employment contract for some posts.

Staff who need to be available for this kind of event are entitled to payment when they are keeping themselves available for work. They are also entitled to additional payment when they are actually called out.

At the moment we have a wide range of standby and callout schemes and rates. Single Status means we must have the same consistent arrangements for everybody.

An employee on standby will be paid £72.34 for each complete week of standby duty actually performed, plus £23.37 for each public holiday in that week.

If you are on standby for less than a week you will be paid;

- £7.21 for each night Monday to Friday,
- £15.35 for up to 24 hours on a Saturday,
- £20.90 for up to 24 hours on a Sunday,
- £30.70 for a public holiday.

These are based on generic nationally agreed rates. Each 24-hour period of standby commences at the beginning of the working day, or the same hour on non-working days.

If you are on standby, and are contacted or called out, you will be paid an additional £11.56.

If you get contacted a number of times, or end up having to work more than half an hour, you may get additional call-out payments. You might start getting paid at your normal overtime rate, depending on the details of the frequency or the length of time you are called out to work.

If you aren't on standby and agreed to come into work at an unusual time because of some pressing need then you will be paid at least two hours at your normal rate plus, overtime and unsocial hours if appropriate.

5.10 Sleep-in Arrangements

Some services need staff on the premises all the time for safety reasons, but don't necessarily need them to be actively working all of that time e.g. School Hostel, Care Centres. If you are provided with sleeping accommodation and are required to remain at your place of work while sleeping, then you will get a sleep-in allowance at the national rate (currently £31.54 per night) to cover that sleep-in, and up to half an hour call out per night. If you are called out for more time than that, you will be paid at your normal rate plus overtime and unsocial hours if appropriate.

5.11 Pay Frequency

Everyone will be paid monthly, directly into their bank account on the last working day of the month.

Payment for overtime or other time-sheet amounts will be paid at the end of the month following the month the work is done.

5.12 Holidays

All employees are entitled to paid holidays. Full-time staff currently get 27 days, plus 6 public holidays. It is proposed to increase this holiday entitlement by at least one day. There is the option to increase leave by two days, this will depend on whether staff and Unions agree to a Christmas Shutdown (see below).

If you work part-time your leave will be calculated in proportion to the number of hours you work.

The Council's leave year is 1st January to 31st December, and if you have worked continuously for the Council for at least 5 full years you will qualify for an additional 5 days holiday.

5.13 Christmas Shutdown – Options to consider

As part of this consultation, we are asking all employees to consider a Christmas Shutdown.

This would involve all non-essential services being closed to the public between Christmas and New Year. There are three working days between Christmas and New Year. The proposal is that the Council would grant an extra two days leave, and individuals would have to use one of their existing days leave.

If a Christmas Shutdown is accepted, two extra days leave will be granted. If the proposal is rejected, one extra day will be granted.

Staff who do not normally work at Christmas, such as school staff, would have the extra day(s) added as a payment.

5.14 Flexitime / Flexible Working

The Council's clients and customers expect more and more flexible and responsive services. Flexible working arrangements for staff can help deliver these, and also assist staff in striking a good balance between their working life and other commitments.

Some services already have flexible working in place. Where service provision allows, all Services will be encouraged to examine and implement arrangements to provide greater flexibility for staff.

There can be no single “standard” scheme as the Council’s services are too varied and different. Efficiency, performance and level of service provided has to be maintained, particularly during peak service hours, and that can mean everyone really needs to be working at those times.

Working flexibly depends on co-operation between employees and managers, and while it may not be possible to do the same in every service area, it will be investigated and implemented wherever possible.

A consultation paper on flexible working has been developed between Management and Unions and is attached as Appendix 3. During the consultation period managers are expected to discuss these with their staff to help understand which kinds of arrangements will work best in which service areas.

5.15 Employees with no fixed place of work

Some employees work in different places from day to day, client’s homes for a social care worker, road schemes for a roads worker or various public buildings for an electrician or plumber. The Council appreciates that these staff cannot arrange their home to work journey in the same way that staff who have a permanent base can.

An employee with no fixed place of work who uses their own vehicle to travel from their home to their current place of work or pick-up point will get a mileage payment to and from home. If they travel more than 15 miles to their current place of work they will also be entitled to a travel time payment.

An employee with no fixed place of work who has to travel more than 15 miles to their current place of work will get a 15-minute travel time payment each way at straight time. If they have to travel more than 30 miles to their current place of work they will get a 30-minute travel time payment each way at straight time.

This payment is not intended to compensate for the whole journey; it is intended to compensate for extra travelling that is often done by employees with no fixed place of work.

5.16 Relocation of permanent place of work

Sometimes the Council has to move offices, or move staff between locations permanently. This can mean additional costs for the employee beyond those they expected when they initially took the job.

If anyone's permanent place of work has been relocated by over 5 miles, any additional distance from their home shall be paid at normal mileage rates for 3 years. No mileage will be paid for any travel at lunchtimes.

6. Proposals on Implementation / Transitional Arrangements

The Council is putting forward these proposals to accompany the implementation of Single Status:

6.1 Backdating of pay increases

The Council proposes that Single Status pay increases will be backdated to 1st December 2007.

6.2 Extra annual leave – Options to consider

The Council proposes the following as an option as part of the Single Status agreement:

- 1 extra day annual leave taken at any time; or
- 2 extra days annual leave to be taken as part of a Christmas Shutdown where this is possible. This would require staff to take one day of their normal leave at that time. Services unable to take a Christmas Shutdown would have two extra days added to their normal leave to take at any time.

If a Christmas Shutdown is accepted, two extra days leave will be granted. If the proposal is rejected, one extra day will be granted.

Please express your views on the options in the Questionnaire.

6.3 34-37 Hours Workers

The 34-37 Hours Agreement is a historic local agreement between the Council and the majority of APT&C staff, whereby full-time employees are contracted to work for 37 hours a week and are paid for 37 hours a week, but by local agreement, work 34 hours a week. Full-time manual workers, social care workers and craft workers are paid for the hours they work – i.e. 37 hours per week.

6.3.1 Full-time workers

In order to ensure that everyone is treated equally, it is necessary to have the same basis of pay for all. **The standard working week for a full-time employee after the introduction of Single Status will be 37 hours.**

Under the terms of the Single Status package being put forward, any full-time employee covered by the 34-37 hour agreement will have the option to continue to work 34 hours after Single Status is introduced, but will only get paid for 34 hours per week.

If you choose to continue to work 34 hours, you will be required to inform your line manager before implementation. Details of how to do this will be circulated so you need not do anything about this just yet.

How your working hours will change to do 37 hours a week may vary between Service areas. Like flexible working, it could be affected by the services customers and clients needs and the options for how they could be best delivered.

The Council expects managers to discuss the details and options with any affected staff during this consultation period. These discussions are likely to be linked to those about flexitime and flexible working.

6.3.2 Part-time workers

Under current arrangements part-time APT&C workers get paid at an hourly rate based on 34ths of a week, effectively in line with the rate for 34-hour full-time staff. The difference between 34ths and 37ths is around 8%. After Single Status implementation, all full-time staff will be paid on 37ths and part-time staff must also be on that same hourly rate.

Full-time APT&C staff will have the option of maintaining current hours by continuing at 34 hours, or opting to work, and be paid for, 37 hours. Part-time APT&C staff will also have the same option to continue their present hours of work or to work an hour or two more to the same 34/37 proportion that full-time staff are entitled to. The amount of additional time that can be worked will depend on current hours. For example a current 17 hour worker will be entitled to increase to 18.5 hours (50 % of full time), a current 24 hour worker will be entitled to increase to 26.25 hours (75 % of full time).

Current Weekly Hours	Extra Hours Available
1 – 5	½
6 – 11	1
12 – 17	1½
18 – 22	2
23 – 28	2½
29 – 34	3

There will also be discussions about flexible working and changes to standard working arrangements on the same basis as full-time staff.

6.4 Job Redesign

The Council has been working on an activity called job redesign throughout this latest phase of Single Status implementation. Rather than just looking at the duties that someone is doing now, managers have been required to look ahead at what staff will need to do in the future to best deliver services, and build in any changes in duties and responsibilities.

Any duties that may be expected to change with the implementation of Single Status will be discussed with you by your manager. These changes may already be in place, or may start immediately. Where the changes are more significant or will happen in the future they may need to be part of a development plan and may take some time to complete.

The Council has set a 3-year target for redesign. All employees in redesigned posts should be undertaking all the new duties and responsibilities as soon as possible, but they must be in place before the end of the 3-year period.

Potential for further job redesign will continue as Service needs continue to change, and managers will be required to go on looking for redesign opportunities.

6.5 'Market Forces' Supplements

There are a few posts where the “market rate” for the job is significantly higher than the rate arrived at through Job Evaluation. Typically these are specific posts where there is a national shortage of qualified and experienced people in the profession and everyone is competing for scarce staff which is reflected in higher salary packages being offered elsewhere.

Evidence can be gathered on the pay rates of the post and compared with similar positions in other Local Authorities, or typical employers in the relevant sector. If rates are found to be generally higher then a 'Market Forces' supplement may be recommended. In order to comply with Equal Pay guidance, any Market Forces element will be reviewed regularly to ensure the supplement is still relevant. A separate policy will be developed to describe how this will be implemented.

6.6 Pay Protection

The Council understands that reductions in pay can be very difficult for anybody. To respond to that we have sought to do the best we can to eliminate or moderate any losses, and cushion these over time through protection arrangements.

However, it is fundamental to Single Status that inequalities have to be eliminated within a reasonable time. The latest guidance is that the nationally agreed 3-year period is the longest acceptable pay protection.

Under the Council's proposals, should your evaluated rate of basic pay be **less** than your pre-Single Status rate, your pre-Single Status rate will be "cash preserved". This means that you will continue to receive your current hourly rate, but you will not be entitled to any incremental salary increases or annual cost of living pay increases that are set nationally. You will however, continue to receive increases to the Distant Islands Allowance rate.

The maximum length of time that pay protection will last for is **3 years** from the date of introduction of the Single Status Agreement. However, where the new grade catches up with the old grade within the 3-year period (owing to the annual cost of living pay increases), the new grade will apply and you will become entitled to receive annual cost of living increases again.

Where the new rate for the job has not caught up with the preserved rate within the 3-year preservation period, the new rate will apply from the start of year 4.

Other factors:

- Should you be required to work more than 37 hours in any week after implementation and be entitled to payment for these hours, these hours will be paid at the **new Single Status hourly rate, not the preserved hourly rate.**
- If you are a part-time employee and are required to work hours in addition to your contracted hours, these hours will be paid at the **new Single Status hourly rate, not the preserved hourly rate.** This does not apply to the increased hours you would be entitled to work to maintain parity under the 34 / 37 arrangement.

- Employees who are issued with new or extended temporary contracts after Single Status is introduced (date being proposed is 1st April 2009) will be paid at the new Single Status hourly rate for all hours worked.
- Relief or Casual staff will receive the new Single Status hourly rate for the job from the date Single Status is implemented.

6.7 If you think you have been matched to the wrong Job Family or Family Level

We have considered each job carefully and done our best to fairly and consistently match jobs onto the new Job Families and Family Levels. However we acknowledge that some staff may feel that we have not got things right for their post.

The questionnaire that accompanies this information booklet will give you the chance to comment on whether you have been matched to the most appropriate Job Family. We will consider any feedback and see whether there are changes that should be made.

The Management and Trades Unions will jointly agree an Appeals Procedure for staff to use to appeal the Family Level they have been matched to. This will be available for use **after** Single Status has been introduced. You will then be able to get a copy of the Appeals Procedure from your line manager, the Single Status internet or intranet pages, your Trade Union representative or from Human Resources.

Please note: you can use the Appeals Procedure to appeal against your Single Status Job Evaluation outcome, **not** Terms and Conditions or any other part of the Single Status agreement.

It is likely that the first Appeals hearings will take place in Summer 2009.

7. Some Frequently Asked Questions and Answers about Single Status

In order to help explain the proposals being put forward, we have tried to gather together a sample of some of the main questions we felt you might ask. If you have a query about how some of the proposals in the booklet will apply to you, please have a look through these questions and answers to see if it is covered. You can also get more information from your manager, Trade Union or the Single Status Team. Contact details are at the end of this booklet.

	Question	Answer
1	Is this a new offer being made by the Council?	The information supplied to you during this consultation phase is not an official offer of a new contract or new terms and conditions. It is a set of proposals that we believe can form the basis of an agreement to implement Single Status.
2	How did I get matched to this Job Family and Family Level?	The matching process for all posts has been done through a combination of reviewing, updating and reassessing job evaluations for each post and discussions with managers about how services need to be delivered into the future. Each post has been matched to the Family that appears most appropriate from their main duties, and then to the level that reflects the demands and responsibilities of those duties in the future.
3	Why does the Council want to introduce Job Families and why did it choose the six it did?	Job Families are a way of setting out how the many different individual posts and roles in an organisation like the Council fit together. The six Families chosen have been found to best describe the main types of jobs carried out across the Council. Job Families helps employees and managers see where everyone sits in relation to each other across the organisation and should set out clearly current positions and progression opportunities more clearly.

4	What do I do if I think I have been put in the wrong Family?	We would like to hear your views on whether your post is appearing in the most appropriate Family. Please use the questionnaire to let us know.
5	What do I do if I don't agree with the Family Level I have been matched to?	The Family Level you have been matched to reflects the responsibilities and demands of your current, and future duties identified through job evaluation. If you don't agree then please indicate this on the feedback questionnaire. You can also discuss this with your manager, and they will pass it on to the Single Status Team. If there is an error or mistake, that will be resolved as quickly as possible. An integral part of Single Status is an agreed appeals process. Everyone will have the right to lodge a formal appeal after implementation.
6	What do I do if I don't agree with one or more of the factor level scores that make up my Job Evaluation?	We are consulting with staff on overall Job Family and Family Level you have been mapped to, the terms and conditions proposed and your views on implementation arrangements. There will be an opportunity to appeal on individual factor scores once the formal offer has been made.
7	What will my new take home pay be compared to my current pay?	Your letter will tell you which Family Level you have been matched to and your proposed hourly rate of pay. Depending on your working pattern you may also get enhancements for overtime or unsocial hours working. Your manager will be able to help with a calculation of actual wages.
8	What if I am on consolidated rates?	Your future pay, and everyone else's, will be made up of your basic hourly rate plus any enhancements you are entitled to (such as unsocial hours). We will be consulting with those post holders known to be on consolidated rates to ensure that they are aware of the full impact of this change.

9	What options do I have if I am going to lose pay?	Job Redesign will continue to be explored during the 3-year pay preservation period, along with options around your working arrangements. The Council will also be looking at other options such as retraining or redeployment for anyone who will lose pay in the long term.
10	I believe that the proposal made to me last February had higher points and/or was for a higher hourly rate; why has that gone down?	The proposals made last February were not accepted by staff and were withdrawn by the Council. A lot of work has been done since then on all aspects of Single Status. This has included a review of all evaluations and changes to the pay model including a different set of pay bands. Some posts are now in a pay band which has a lower starting or finishing point as a result of this work.
11	What will actually happen if my job has been “redesigned”?	“Redesign” is looking at what the Council needs posts to do in the future as well as what they need to do now. If the changes are minor or you are already doing that work, then there will be little change. If the changes are more significant then your manager will discuss how they are going to be implemented with you, and a development plan may need to be worked out.
12	What if I don’t agree with the proposed redesign?	We hope you will, as redesign is about delivering better services and allowing staff to work to their full potential. However if you really don’t want to extend your duties then discuss that with your manager. There may be an option for individual members of staff to continue with their current duties. That would mean a re-evaluation of the post is required which could affect pay.
13	Why hasn’t my job been redesigned?	All jobs have been considered for redesign. In some cases there has not been much redesign because the duties of posts were right up to date or in some posts there is very limited capacity for change.

14	How will any changes to my working hours happen?	APT&C staff who have been working 34 hours but now opt to work 37 will have to add those hours to their working week. Equally part-time APT&C staff increasing hours will need to add those to their working pattern. Other staff might be changing shift patterns or stand-by arrangements. The details of how these changes will happen will vary from one Service to another depending on service delivery needs. Your manager will want to discuss proposals and options with you, and this discussion will also include how flexi-time or flexible working might be introduced in your area.
15	Will there be a standard flexi-time scheme?	As the Council provides so many different services there is no single set of rules that will fit everywhere. There will be some common principles and we will look to extend the operation of arrangements that are already working in some places to staff with similar work patterns. Your ideas will be sought about how flexible working could work in your area.
16	What if I don't accept changes to my working arrangements?	You do not have to extend your hours beyond the ones you currently work but in the future, everyone will be paid for the hours they actually work. Some flexible working arrangements depend on whole teams changing their working patterns but it is hoped that most individuals' needs can be accommodated within new arrangements.
17	What happens if I am on a secondment?	The information you receive will relate to the post you are seconded to. For information about your substantive post please contact your substantive manager. Many seconded posts are special fixed term positions and these have not been evaluated as they will come to an end usually fairly soon. If you are temporarily seconded to a permanent post then there may be a new set of arrangements for that post.

18	What happens if I am on a temporary contract?	Contracts that extend beyond the date of implementation will be preserved for the length of that contract. New contracts will be awarded at the new Single Status rate.
19	If I am currently getting an Honorary payment, how will that be affected?	Honorariums or higher duty payments will need to be recalculated based on where your substantive and higher duty posts are matched. Your line manager will discuss your specific situation with you.
20	If I am currently on maternity / paternity / adoption leave, how will my payments be affected?	Any and all proposed changes to these payments will be explained at the formal offer stage. Your current payments will not be affected as they are calculated on your pay prior to the period of leave commencing.
21	If I am currently on long-term sick leave how will my payments be affected?	Again, any and all proposed changes to these payments will be explained at the formal offer stage. Your current payments will not be affected as they are calculated on your pay prior to the period of leave commencing.
22	What happens if I started work during the consultation period?	You will be included in the consultation. You will get a pack and a questionnaire as part of your induction, please let us know as soon as possible if this has not happened.
23	Why are Teachers, College Lecturers and Senior Managers not covered by Single Status?	Teachers, College Lecturers and Chief Officials are covered by different national negotiating arrangements to determine their pay and conditions. It was part of the overall agreement between Unions and Employers that these groups of staff would not be part of Single Status.

24	How would any decrease in pay affect my pension?	If your pay is going to decrease long term then you could request a “certificate of protection of pension benefits”. This is valid for 10 years. An alternative would be to opt for “preserved benefits”. These issues will need detailed discussion with advisers in the Pensions Section. If there are staff who find themselves in this position after all Job Redesign and other options have been exhausted it will be part of the support package that will be provided.
25	I get paid fortnightly, what arrangements are in place to assist the move to monthly pay?	Detailed discussions about how this will be best achieved will take place between Payroll and Trades Unions before any changes are made. It should be noted that a substantial number of Manual Workers have already moved to monthly pay over the past couple of years, so it is hoped that this can be achieved for anyone else on a similar basis.
26	Will the normal notice period be a month for everyone?	Yes
27	Will I still get annual pay rises on 1st April?	Apart from employees on pay preservation, any national pay awards will continue to be paid locally. When the April 2008 pay award is finally settled, this will apply to both current and Single Status rates.
28	Does incremental progression still apply to my pay scale and if so when do I receive the next increment?	A two-point grade is currently proposed. Most employees will commence on the first point and will progress to the second point after 1 year.

29	I have not been interviewed or consulted by anyone about my job during this process?	There were lots of interviews with staff during previous phases of Single Status. When we decided to look forward to what the Council needs staff to do in the future it was agreed that managers should do that job. We are now consulting with everyone about the results of that exercise.
30	I am not a member of a Trade Union and never agreed to Single Status. Why do I have to be bound by this?	Three Trades Unions represent the interests of all employees and are recognised by Scottish Councils for Single Status negotiations (UNISON, GMB & TGWU). The formal outcome of any negotiation from a Union ballot is binding on the rest of the workforce. It is known as “collective bargaining” and is a legally recognised form of negotiation between an employer and its employees. The Council wants to give all employees the chance to discuss and comment on the proposals and this consultation exercise is your chance to make your views known.
31	Is Distant Islands Allowance affected by Single Status?	No, Single Status does not affect Distant Islands Allowance which will still be paid to all posts.
32	Is the current Car User Scheme: Essential / Car Users and mileage rates affected by Single Status?	No, this has been devolved to local Councils to negotiate, but it hasn't been included as part of these negotiations as this Scheme is also in operation for Council Staff who are not covered by the Single Status agreement, for example, Teachers and Chief Officials.
33	Once I reach the top salary point in my Job Family Level, will I go up to the next level?	No, once you have reached the top point you will stay there. If you are on a career grade you can move from one level to another as you qualify and / or take on the relevant higher duties and responsibilities.

34	I am engaged as a relief worker, will I get annual pay rises and progress up my grade?	Incremental progression is based on continuous service, so it is unlikely that you will be able to progress to the next incremental point.
35	Why are there less increments for Job Family Levels than there were in some old APT&C grades?	There has to be a common pay and grading scheme for all staff included in Single Status. Former APT&C grades had 4-8 incremental points, manual workers were typically on single points. The proposed two point grades seeks to strike a balance between the old and new arrangements but also provide some progression as experience is gained and performance improved within a post.
37	I am on a Career Grade, how does Single Status affect Career Grades?	Career grades will continue with Single Status. You will have been matched to a Job Family Level within your career grade on the basis of your current duties, however the top of the career grade might have changed with Job Redesign. Your manager will discuss any new progression scheme with you. This might be linked to obtaining qualifications or building up enough relevant experience. A new Career Grade policy is currently being developed.
38	Will any equal pay settlements I have accepted affect Single Status backdating?	No.
39	The details in my letter appear to be wrong, what do I do?	Please contact your manager or the Single Status Team and they will correct any error and issue you with a new letter.

40	If I appealed about the matching of my job to Family Level, could it go down as well as up?	Yes. If the Appeal Panel recommends a re-evaluation, the result could be lower than the current level.
41	What will happen with the results of this consultation exercise?	The results of the consultation exercise will be reported to Council, Management, Trades Unions and shared with staff. The Council will consider all feedback and decide how to update any final offer.
42	When will a formal offer be made?	If the current timetable can be followed then the Council will approve the content of a formal offer at its meeting in December. This would mean formal offers being sent out early next year.
43	Will there be Union ballots once the formal offer is made?	We understand it is the Unions' intention to consult with their members through ballots on any formal offer made by the Council.
44	Will part-time posts earn holidays for hours beyond their contract?	<p>Leave for full-time and part-time staff is calculated on contracted hours only; any work beyond your contracted hours does not qualify for leave entitlement.</p> <p>If you increase or decrease your contracted working week, your leave will be calculated on your new standard working hours.</p>
45	I get a tool allowance as I have to buy my own tools to do my job, will I still get this?	Yes, nationally agreed tool allowances will still be paid to those employees that qualify for the national scheme (Joiners, Plumbers etc).

46	What will happen if I don't accept the final offer?	<p>At this stage, we are consulting with staff. This consultation feedback will result in a formal offer to all employees. The offer will explain the options that are available at that time.</p> <p>No decision has yet been made on what will happen if an employee does not accept the formal offer.</p>
47	How have you worked out annual salaries from the hourly rates?	<p>The calculation for annual salaries is complicated by the fact that the year doesn't start on the same weekday, there is an extra day every leap year, and the calendar follows a 28-year cycle.</p> <p>Taking all this into account, and assuming a working pattern of 37 hours per week; the average working hours per year will be 1930.6 hours.</p>
48	Do I have to decide right away whether to remain on 34 hours or move to 37 hours?	<p>You should indicate your preference to your manager but you do not have to make the final decision yet. The formal offer will give more details on the choices available. Remember that the Council already has, and will continue to have, a flexible working policy.</p>
49	Can I work my extra 3 hours outside the normal working hours, e.g. 5-7pm?	<p>This would need to be in agreement with your manager, and only if the service is able to accommodate it.</p>
50	What will happen to my pension if I opt to work 34 hours?	<p>The Council is currently investigating options with regard to pension preservation.</p>

8. Where to Go for Further Information and Advice

8.1 Modernising Employment (Single Status) Awareness Meetings

You will be informed of the date, time and location of a number of Modernising Employment (Single Status) Awareness meetings. These meetings will provide information on the new proposals and the consultation exercise.

8.2 Your Manager

If there are parts of this Booklet that you are not clear on, **you should first contact your line manager**. They will be able to provide advice on how these proposals will impact on you within your service area, any Job Redesign or working hours implications, and the options that are available.

8.3 Single Status Team Telephone number – 01595 74 4671

This phone line will be staffed by members of the Single Status Team. They are available to help explain the information in this booklet and the process that is taking place.

8.4 Single Status e-mail singlestatus@shetland.gov.uk

The e-mail helpdesk will be monitored by the Single Status Team. This is a good way of contacting the team out of office hours. A member of staff will ensure that, wherever possible, all e-mail queries receive a response within 3 working days.

8.5 Single Status webpage <http://www.shetland.gov.uk/singlestatus>

This provides some more detailed information on Single Status and is worth checking out if you have internet access. If you don't have internet access, contact your line manager or Trade Union representative and they will be able to get copies of these resources for you.

Resources on this site include:

- Job Family Profiles and Booklet
- Electronic copies of this Employee Information booklet
- Information on the Job Evaluation Scheme
- Links to useful internet sites (Local Government Pension Scheme, COSLA, ACAS etc)

APPENDIX 1 – Current Pay Scales with effect from 1 October 2007

(Increased DIA)

Difference Between Points	SCP	Scale & Points	Basic Salary	Inclusive of Island Allowance 1,728	Hourly Basic Full-time	Hourly Inclusive Full-time 0.8981	Hourly Basic Part-time	Hourly Inclusive Part-time 0.9774
18 yrs old	3	GS1 pt 1	11,211	12,939	5.8269	6.7250	6.3411	7.3185
378	4	pt2	11,589	13,317	6.0234	6.9215	6.5549	7.5323
396	5	pt3	11,985	13,713	6.2292	7.1273	6.7788	7.7562
381	6	pt4	12,366	14,094	6.4272	7.3253	6.9943	7.9717
384	7	pt5	12,750	14,478	6.6268	7.5249	7.2115	8.1889
384	8	pt6	13,134	14,862	6.8264	7.7245	7.4287	8.4061
447	9	pt7	13,581	15,309	7.0587	7.9568	7.6816	8.6590
660	10	pt8 / GS2 pt1	14,241	15,969	7.4018	8.2999	8.0549	9.0323
360	11	pt2	14,601	16,329	7.5889	8.4870	8.2585	9.2359
339	12	pt3	14,940	16,668	7.7651	8.6632	8.4502	9.4276
261	13	GS3 pt1	15,201	16,929	7.9007	8.7988	8.5979	9.5753
276	14	pt2	15,477	17,205	8.0442	8.9423	8.7540	9.7314
351	15	pt3 / AP1 pt1	15,828	17,556	8.2266	9.1247	8.9525	9.9299
357	16	pt2	16,185	17,913	8.4122	9.3103	9.1544	10.1318
309	17	pt3	16,494	18,222	8.5728	9.4709	9.3292	10.3066
438	18	pt4	16,932	18,660	8.8004	9.6985	9.5769	10.5543
420	19	AP2 pt1	17,352	19,080	9.0187	9.9168	9.8145	10.7919
468	20	pt2	17,820	19,548	9.2620	10.1601	10.0792	11.0566
498	21	pt3	18,318	20,046	9.5208	10.4189	10.3609	11.3383
465	22	pt4	18,783	20,511	9.7625	10.6606	10.6239	11.6013
528	23	AP3 pt1	19,311	21,039	10.0369	10.9350	10.9225	11.8999
615	24	pt2	19,926	21,654	10.3565	11.2546	11.2704	12.2478
609	25	pt3	20,535	22,263	10.6731	11.5712	11.6148	12.5922
654	26	pt4	21,189	22,917	11.0130	11.9111	11.9847	12.9621
672	27	AP4 pt1	21,861	23,589	11.3623	12.2604	12.3648	13.3422
699	28	pt2	22,560	24,288	11.7256	12.6237	12.7602	13.7376
876	29	pt3	23,436	25,164	12.1809	13.0790	13.2557	14.2331
765	30	pt4	24,201	25,929	12.5785	13.4766	13.6883	14.6657
741	31	AP5 pt1	24,942	26,670	12.9636	13.8617	14.1075	15.0849
729	32	pt2	25,671	27,399	13.3425	14.2406	14.5198	15.4972
753	33	pt3	26,424	28,152	13.7339	14.6320	14.9457	15.9231
741	34	pt4	27,165	28,893	14.1190	15.0171	15.3648	16.3422
549	35	PO1-4	27,714	29,442	14.4044	15.3025	15.6753	16.6527
708	36	pt2	28,422	30,150	14.7723	15.6704	16.0758	17.0532
810	37	pt3	29,232	30,960	15.1933	16.0914	16.5339	17.5113
852	38	pt4	30,084	31,812	15.6362	16.5343	17.0158	17.9932
951	39	PO5-8	31,035	32,763	16.1305	17.0286	17.5537	18.5311
786	40	pt2	31,821	33,549	16.5390	17.4371	17.9983	18.9757
819	41	pt3	32,640	34,368	16.9647	17.8628	18.4615	19.4389
834	42	pt4	33,474	35,202	17.3981	18.2962	18.9333	19.9107

810	43	PO9-12	34,284	36,012	17.8191	18.7172	19.3914	20.3688
834	44	pt2	35,118	36,846	18.2526	19.1507	19.8631	20.8405
786	45	pt3	35,904	37,632	18.6611	19.5592	20.3077	21.2851
831	46	pt4	36,735	38,463	19.0930	19.9911	20.7777	21.7551
822	47	PO13-16	37,557	39,285	19.5203	20.4184	21.2426	22.2200
921	48	pt2	38,478	40,206	19.9990	20.8971	21.7636	22.7410
879	49	pt3	39,357	41,085	20.4558	21.3539	22.2607	23.2381
876	50	pt4	40,233	41,961	20.9111	21.8092	22.7562	23.7336
912	51	PO17-20	41,145	42,873	21.3851	22.2832	23.2721	24.2495
984	52	pt2	42,129	43,857	21.8966	22.7947	23.8286	24.8060
945	53	pt3	43,074	44,802	22.3877	23.2858	24.3631	25.3405
996	54	pt4	44,070	45,798	22.9054	23.8035	24.9265	25.9039
1047	55	PO21-24	45,117	46,845	23.4496	24.3477	25.5187	26.4961
1053	56	pt2	46,170	47,898	23.9969	24.8950	26.1143	27.0917
1092	57	pt3	47,262	48,990	24.5644	25.4625	26.7319	27.7093
1155	58	pt4	48,417	50,145	25.1648	26.0629	27.3852	28.3626
1149	59		49,566	51,294	25.7620	26.6601	28.0351	29.0125
1146	60		50,712	52,440	26.3576	27.2557	28.6833	29.6607
1146	61		51,858	53,586	26.9532	27.8513	29.3314	30.3088
1152	62		53,010	54,738	27.5520	28.4501	29.9830	30.9604
1230	63		54,240	55,968	28.1913	29.0894	30.6787	31.6561
1263	64		55,503	57,231	28.8477	29.7458	31.3931	32.3705
1338	65		56,841	58,569	29.5431	30.4412	32.1499	33.1273
1365	66		58,206	59,934	30.2526	31.1507	32.9219	33.8993
1347	67		59,553	61,281	30.9527	31.8508	33.6838	34.6612
1476	68		61,029	62,757	31.7199	32.6180	34.5187	35.4961
1476	69		62,505	64,233	32.4870	33.3851	35.3535	36.3309
1446	70		63,951	65,679	33.2386	34.1367	36.1714	37.1488
1515	71		65,466	67,194	34.0260	34.9241	37.0283	38.0057
1554	72		67,020	68,748	34.8337	35.7318	37.9072	38.8846
1548	73		68,568	70,296	35.6383	36.5364	38.7828	39.7602

Divisible by 52 x 37 (1924) for full-time & 52 x 34 (1768) for part-time hourly rates

Ferry Salary Scales - with effect from 1 October 2007

(Increased DIA)

Salaries for Ro Ro Ferries					
SCP	Staff Group	Basic Salary	Inclusive Salary Rate 1,728	Basic Hourly Rate	Inclusive Hourly 0.7912
31	Deckhand	24,942	26,670	11.4203	12.2115
33	Mate	26,424	28,152	12.0989	12.8901
35	Engineer	27,714	29,442	12.6896	13.4808
38	Senior Engineer	30,084	31,812	13.7747	14.5659
40	Master	31,821	33,549	14.5701	15.3613
43	Senior Master	34,284	36,012	15.6978	16.4890
46	Route Master	36,735	38,463	16.8201	17.6113

To get hourly rate for Ro Ro Ferries divide basic salary by 2184 = 52 X 42

Duty Outwith Scheduled Watch or Rota					
SCP	Staff Group	Basic Hourly Rate @ time & half x 3	Basic Hourly Rate @ time & half x 6	Basic Hourly Rate @ time & half x 9	Basic Hourly Rate @ time & half x 12
31	Deckhand	51.39	102.78	154.17	205.57
33	Mate	54.45	108.89	163.34	217.78
35	Engineer	57.10	114.21	171.31	228.41
38	Senior Engineer	61.99	123.97	185.96	247.95
40	Master	65.57	131.13	196.70	262.26
43	Senior Master	70.64	141.28	211.92	282.56
46	Route Master	75.69	151.38	227.07	302.76

Salaries for Class VIII Vessels					
SCP	Staff Group	Basic Salary	Inclusive Salary 1,296	Basic Hourly Rate	Inclusive Hourly Rate 0.7912
31	Deckhand	18,705	20,001	11.4194	12.2106
33	Mate	19,818	21,114	12.0989	12.8901
35	Engineer	20,784	22,080	12.6886	13.4798
43	Senior Master	25,713	27,009	15.6978	16.4890

To get hourly rate for Class VIII Vessels divide basic salary by 1638 = 52 x 31.5

Social Work Salary Scales - with effect from 1 October 2007
 (Increased DIA)

SCP	Staff Group	Point of Scale	Basic Salary	Inclusive Salary 1,728	Basic Hourly Rate	Inclusive Hourly Rate 0.8981
19	Trainee Social Care Worker (Relief)	1	17,352	19,080	9.0187	9.9168
20	Social Care Worker	2	17,820	19,548	9.2620	10.1601
21		3	18,318	20,046	9.5208	10.4189
22		4	18,783	20,511	9.7625	10.6606
23	Social Care Worker	5	19,311	21,039	10.0369	10.9350
24		6	19,926	21,654	10.3565	11.2546
25		7	20,535	22,263	10.6731	11.5712
26		8	21,189	22,917	11.0130	11.9111
27	Senior Social Care Worker (Unqualified)	1	21,861	23,589	11.3623	12.2604
28	Senior Social Care Worker (Qualified)	2	22,560	24,288	11.7256	12.6237
29		3	23,436	25,164	12.1809	13.0790
30		4	24,201	25,929	12.5785	13.4766
For details of placement on the salary scale, please refer to the Career Grade						
34		1	27,165	28,893	14.1190	15.0171
35	Unit	2	27,714	29,442	14.4044	15.3025
36	Manager	3	28,422	30,150	14.7723	15.6704
37		4	29,232	30,960	15.1933	16.0914
To get Social Care Workers hourly rate divide basic salary by 1924 = 52 x 37						

Manual Workers Payscales - with effect from 1 October 2007

(Increased DIA)

Grade	Annual Basic Rate of Pay	Annual Inclusive Rate of Pay 1,728	Weekly Basic Rate of Pay	Weekly Inclusive Rate of Pay 33.23	Hourly Basic Rate of Pay	Hourly Inclusive Rate of Pay 0.8981
MW 1	11,181.56	12,909.56	215.03	248.26	5.8116	6.7097
MW 2	11,558.04	13,286.04	222.27	255.50	6.0073	6.9054
MW 3	11,952.72	13,680.72	229.86	263.09	6.2124	7.1105
MW 4	12,332.84	14,060.84	237.17	270.40	6.4100	7.3081
MW 5	12,715.56	14,443.56	244.53	277.76	6.6089	7.5070
MW 6	13,098.80	14,826.80	251.90	285.13	6.8081	7.7062
MW 7	13,544.44	15,272.44	260.47	293.70	7.0397	7.9378
MW 8	14,202.76	15,930.76	273.13	306.36	7.3819	8.2800

Manual Workers Salaries are divisible by 52 x 37 (1924) for hourly rate

		Allowance
Chargehand	Lower	£13.46
	Higher	£21.99
		Weekly Basic Rate of Pay
Foreperson	Lower	£283.60
	Higher	£295.86

APPENDIX 2

Family Level	Grade	£/Hour	£/Hour inc DIA*	Annual Salary	Annual Salary inc DIA*
A	A1	£6.26	£7.16	£12,086	£13,814
	A2	£6.55	£7.45	£12,645	£14,373
B	B1	£6.65	£7.55	£12,838	£14,566
	B2	£6.95	£7.85	£13,418	£15,146
C	C1	£7.05	£7.95	£13,611	£15,339
	C2	£7.38	£8.28	£14,248	£15,976
D	D1	£7.48	£8.38	£14,441	£16,169
	D2	£7.83	£8.73	£15,117	£16,845
E	E1	£7.95	£8.85	£15,348	£17,076
	E2	£8.31	£9.21	£16,043	£17,771
F	F1	£8.43	£9.33	£16,275	£18,003
	F2	£8.82	£9.72	£17,028	£18,756
G	G1	£9.37	£10.27	£18,090	£19,818
	G2	£9.79	£10.69	£18,901	£20,629
H	H1	£10.55	£11.45	£20,368	£22,096
	H2	£11.02	£11.92	£21,275	£23,003
I	I1	£12.06	£12.96	£23,283	£25,011
	I2	£12.60	£13.50	£24,326	£26,054
J	J1	£13.58	£14.48	£26,218	£27,946
	J2	£14.21	£15.11	£27,434	£29,162
K	K1	£15.08	£15.98	£29,113	£30,841
	K2	£15.76	£16.66	£30,426	£32,154
L	L1	£16.73	£17.63	£32,299	£34,027
	L2	£17.50	£18.40	£33,786	£35,514
M	M1	£18.30	£19.20	£35,330	£37,058
	M2	£19.14	£20.04	£36,952	£38,680
N	N1	£20.01	£20.91	£38,631	£40,359
	N2	£20.91	£21.81	£40,369	£42,097
O	O1	£22.20	£23.10	£42,859	£44,587
	O2	£23.22	£24.12	£44,829	£46,557

Annual Salary is based on a 37 hour week and the average annual working hours of 1930.6

*Distant Islands Allowance currently £1,728 which equals approx £0.90/hour. All rates are 2007/08 levels.

APPENDIX 3 – Flexible Working Consultation

1. Introduction

This document sets out ways in which flexible working could be used in the Council by describing different approaches and arrangements that can be put in place to enable services and individuals to take a more flexible approach to delivering the Council's services.

In its Corporate Plan, the Council sets out its commitments to being an excellent employer to help us to attract and retain high quality, well motivated employees and to ensure we are being efficient in everything we do. Within this there is a commitment to make the most of potential benefits and efficiencies offered by employees working from remote locations / home.

Flexible working arrangements can help deliver these, and also assist staff in striking a good balance between their working life and other commitments.

The overriding factor in applying flexible working must be that it will not reduce the level of service delivery. Efficiency, performance and level of service provided has to be maintained or improved.

Because the Council provides so many different services these guidelines provide common principles that management and staff have to make work together if it is to succeed.

Working flexibly depends on co-operation between employees and managers, and while it may not be possible to do the same in every service area, it will be explored and implemented wherever possible. A key aim of these guidelines is to standardise and widen access to flexible working arrangements to as many areas of our service provision as possible.

Further details on the Council's flexible working arrangements and other policies are available from departmental administration staff, Human Resources or through the following link

www.sic.gov.uk/services/personnel/policies/

2. Integration with other Council Policies

Certain employees are provided with the right to request an alteration of their working arrangements through legislation. If an employee has a child under 6 years old, a disabled child under 18 or if they are a carer of an adult and the application is for the sole purpose of better enabling the employee to manage his/her caring arrangements, it is possible for them to request flexible working. Any change to working patterns is permanent under this legislation.

This policy and Guidelines on flexible working are distinct from these legal guidelines as they will apply to all employees and the alterations to an employee's pattern of work **need not be permanent**.

Other existing ways of employees being able to work more flexibly are covered by the Council's Job Share and Parental Leave policies (which can be found on the HR intranet site). Flexible working applying to whole service areas are not currently covered by Council policy but it is recognised that some arrangements do exist that work well.

General Definition of Flexible Working

Flexible working, for the purposes of this document, refers to any variation to the standard working week of the service area or employee. It may include:

- flexi-time
- remote working
- reduced hours
- varied hours
- compressed hours
- term-time working
- job share
- borrowing and banking annual leave from previous / following leave year
- requesting periods of unpaid leave

It is expected that most changes made will be long-term and may be considered permanent changes to contract where applicable. However temporary variations may also be considered.

3. Standard Working Week

The implementation of the standard working week for all Council staff, except teachers, will be 37 hours. Specific hours at work may be different as Services will agree their own arrangements according to the needs of customers and clients. Managers can consider changes to operating / opening hours that would deliver an improved service, or use additional hours to complete support activity when there are fewer customers about. Any changes are likely to be influenced by discussions and options around flexitime and flexible working.

4. Flexi-time

Where service provision allows, service areas may operate a system of flexi-time. Separate guidelines are available on the principles of a flexi-time scheme on the Single Status Intranet page. Any scheme of flexible working hours must observe the following fundamental principles:

- (a) Standards of efficiency performance and level of service provided in any part of the Council's undertaking must at all times be maintained.
- (b) It will not be possible for all members of staff to reconcile flexible working hours with the needs of the service or the requirements of their post. Some services or posts may be excluded from participation in the scheme where the Service Manager believes it will reduce the effectiveness of the service provided by the Council. However a member of staff or group of staff will have the opportunity to show that flexible working hours can be operated successfully for his/her post or staff group.
- (c) The scheme is dependant on co-operation between staff and department or service heads to ensure provision of the service at all times throughout normal service hours.

4.2 Time off in Lieu (TOIL)

Time Off In Lieu may be allowed to accrue at straight time where there is a **pre-authorised** service need for additional hours to be worked. This may be in a service area where flexi-time cannot operate or where the hours required to be worked are out with the flexi-time band widths. The maximum TOIL that should normally be accrued is the equivalent of one weeks contracted hours.

Impact on Overtime

Both flexi-time schemes and TOIL schemes reduce the need for paid overtime. Where flexi-time applies overtime will not accrue or be payable for additional hours worked during the band width hours of 8am – 8 pm. Individual arrangements can be made for TOIL or paid overtime outside the band width hours.

4.3 Remote Working

Separate detailed guidelines are available to ensure that remote working is appropriately planned and managed which includes information on employees right to request flexible working.

The Council is committed through the Corporate Plan to improving the efficiency of its workforce by developing a single Council campus. As part of the planning of that project, it is also committed to moving some of its activity away from Lerwick, to assist rural communities remain and/or become places where people can live and work with good career prospects.

The Council encourages employees to consider working from home or a remote location on a voluntary basis. It will also consider advertising vacant posts with the option of some remote working, where there is a clear benefit and no detriment to the service or individual.

4.4 Variation to Hours

Changes to hours may apply to a whole team or service area and/or on an individual request. Options to consider may include;

- reduced hours
- compressed hours (longer day / shorter week)
- varying times of attendance at work across the week.

Any changes considered must be set against the council's requirement to maintain and improve efficiency, performance and service delivery to customers and clients.

4.5 Term-time working

Term-time working may be suitable in some services where there is a reduced or limited service demand during the school holidays. Such working may be introduced where the service area can easily accommodate individual employee's preference without detriment to other members of the team and the efficiency, performance and service delivery to customers and clients.

4.6 Job Share

The Council is committed to enabling posts within the Council to be available to persons wishing to job share and a separate policy for this is in place. Job Share is an arrangement where two people voluntarily share the duties and responsibilities of a single full-time post. Individual post holders may request to share their post. Such requests may be approved in principle whilst the service seeks to recruit to the other half of the post. Should the service be unsuccessful in recruiting to the post then the request will need to be refused.

Applicants for established full-time posts may also indicate their preference to be considered on a job-share basis. Such applications will be considered on their merits.

4.7 Other ways to be flexible?

4.7.1 Special Leave Policy

Employees have commitments outside work that may on occasion disrupt their working pattern and affect their 'work/life balance' even if only for a short time.

To address the problems that these work/life conflicts can cause, a number of types of special leave are available to help employees balance their work and other commitments. A separate Special Leave Policy is in place that deals with a wide range of reasons for absence and may be with or without pay. These leave provisions apply to all established and temporary employees and part time and job-share employees are entitled to the same provisions on a pro-rata basis. Separate detailed guidelines set out the Council's Special Leave provisions.

5. Implementation

There are two stages to implementing this new approach to flexible working across the Council, the first will take place in advance of Single Status as part of the consultation on modernising pay, terms and conditions. This will be carried out by managers and could be on an individual basis or for the service as a whole.

During this period a short term working group will consider options put to them by services for flexible working across the Council. They will seek flexible working proposals from all services and scrutinise these to ensure consistency of application across services. They may also make suggestions to enhance flexibility in service areas.

Ultimately, any proposals to introduce more flexibility to staff groups on the introduction of Single Status should be passed to the Executive Management Team for approval following consultation with Human Resources.

6. Application Process

Where individuals wish to apply for flexible working a standard form will be available for them to complete.

7. Reasons for refusal

There must be consistency in the rationale applied case by case, across the Council in approving or refusing individual requests. There is a danger that refusal in certain cases may lead to discrimination under other Employment Acts, directly or indirectly.

The flexible working legislation identifies eight business grounds for refusing a request, they are:

- Burden of additional costs
- Detrimental effect on ability to meet customer demand
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

These grounds should be referred to when considering refusing any request made. If a manager is considering refusing a request then Human Resources advice must be sought.

8. Monitoring Process

All flexible working arrangements will require to be monitored to ensure they remain effective for both the employee(s) and the service. Where either party feel that this aim is not being achieved then they may request or require a review of the arrangement.

9. Abuse of the Arrangements

Any abuse of these arrangements by an employee may result in the employee being removed from the flexible working arrangement and returned to standard working pattern. This may also result in disciplinary action being taken.

10. Ending the arrangement

Where the arrangement has not permanently altered the individual's contract of employment then either party can bring the arrangement to an end as long as the reasons for this are set out in writing and at least one month's notice is provided. Managers must seek advice from Human Resources as soon as possible, if considering ending a flexible working arrangement.

Where the employee feels that s/he has been unfairly treated in having the flexible working arrangement brought to an end, reference should be made to the relevant Grievance Procedure.

If there is any part of this booklet you don't understand, you should speak to your line manager.

You can also get information in the following ways.

 Single Status Team – 01595 744671

 Pensions – Mary Smith – 01595 7445669 or
Lisa Chapman – 01595744662

 Single Status e-mail – singlestatus@shetland.gov.uk

Single Status internet site – www.shetland.gov.uk/singlestatus

Single Status intranet site – www.sic.gov.uk/singlestatus

 Trades Unions

GMB

Robert Williamson
(07876 724626)
Steven Russell
(07780 975229)

TGWU

Alastair Christie-Henry
(07990 785227)
Alan Hannah
(07717 486053)

UNISON

Brian Smith
(01595 741550)
John Leach
(01595 744675)

email: unisonslg@btconnect.com

**If you would like a copy of
this booklet in larger print,
in another language or in
A4 size, please contact the
Single Status Team on
01595 744671.**