

Dundee Negotiating Committee for Teachers



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Dear Colleague,

DNCT/ 5 JOB SIZING OF PROMOTED POSTS **(Revised August 2017)**

In line with national conditions of service agreed by the Scottish Negotiating Committee for Teachers all promoted posts are subject to Job Sizing and review of Job Sizing.

The attached policy document gives full details of the procedures to be followed for job sizing and job sizing reviews.

Yours sincerely

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Joint Secretary (Management Side)

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DNCT/ 5 - Job-Sizing

Policy & Procedure

Last Revised
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1.0 INTRODUCTION

Job-sizing is the agreed means by which promoted posts are evaluated for salary purposes in accordance with SNCT conditions of service. The DNCT is committed to ensuring that the application of this policy is consistent, transparent and fair; and reflect equality of opportunity with respect to pay. Job-sizing is not intended to address issues related to workload or individual performance, but rather assess the role to which an individual is appointed.

This policy and procedure document defines the principles and process to follow where the size of a post is to be evaluated for the first time, or in the case of re-sizing, the size is deemed to be inappropriate because of a significant and permanent qualitative change to the level of duties and responsibilities of an individual post or group of posts (in the case of guidance/pastoral care). It should be noted that an increase in the volume of work (i.e. a quantitative change) undertaken by the post-holder would not necessarily result in an increase in the job size sufficient to warrant job-sizing.

This policy and procedure document details the process to be followed when posts are to be evaluated and sets out the circumstances when a re-sizing will be initiated.

2.0 PRINCIPLES

2.1 In addition to the process of 'sizing' a post being fair and transparent, there are five main principles which are applied when job-sizing:

- **Definition:** Tasks of post-holders must be clearly defined such that they are identifiable and easily distinguishable. These tasks must then be part of the job remit.
- **Sizing:** Job-sizing must be completed for all promoted posts with consistent application across each sector.
- **Job Understanding:** Job-sizers need to have insight into the job evaluation process, which will have been initially understood via formal training. They must understand the various tasks involved.
- **Concern:** Job-sizing must be concerned with the job and not with the person. i.e. it is the job that must be evaluated and not the person.
- **Assessment:** The assessment (job-sizing) must be carried out in an acceptable manner and by competent people. Further, it is based on objective judgement.

3.0 FRAMEWORK

3.1 Job-sizing forms part of the teachers' condition of service as agreed by the Scottish Negotiating Committee for Teachers (SNCT). Full account has been taken of SNCT guidance in developing the policy and procure document.

3.2 The SNCT Handbook of Conditions of Service, Part 2, Appendix 2.2 outlines the process of job-sizing. Annex A contains the job-sizing questionnaire and notes for guidance. Annex B contains the job-size score allocation to grades and spinal point.

3.3 There are a number of SNCT documents regarding job sizing which are available on the SNCT handbook - http://www.snct.org.uk/wiki/index.php?title=Table_of_Contents

The relevant documents are available at the following appendixes within the SNCT website:

Appendix 2.2 – Job Sizing of Promoted Posts

Appendix 2.2 Annex A – Job Sizing Questionnaire

Appendix 2.2 Annex B – Job Sizing Score Allocation to Salary Spines

Appendix 2.3 – Job Sizing Review

Appendix 2.3 Annex A – Review Criteria

Appendix 2.4 – Job Sizing for Principal and Depute Principal Educational Psychologists

Appendix 2.4 Annex A - Job Sizing Questionnaire for Principal and Depute Principal Educational Psychologists

Appendix 2.4 Annex B - Allocation of Job Size Points to Salary Points for Principal and Depute Principal Educational Psychologists

- 3.4 The SNCT Job Sizing Advisors Group have also developed a suite of frequently asked questions which are available as a SNCT Joint Secretaries Letter (JS/17/71) these can be found at: <http://www.snct.org.uk/library/2321/JS1771.pdf> .

4.0 BACKGROUND INFORMATION

- 4.1 The job-sizing process starts with the completion of a questionnaire designed to record the main responsibilities of a post under four headings (sections):

2. Leadership, Good Management and Strategic Direction of Colleagues;
3. Responsibility For Curriculum Development and Quality Assurance;
4. Responsibility For Whole School Policy And Implementation;
5. Responsibility For Working with Partners

In addition, whole school information (section 1) is used to provide a base score for each post and when taken together through the evaluation process and output grade is the result.

- 4.2 Whole school data consists of the school roll, numbers of staff, percentage of pupils **registered** for free school meals, size of the school budget and the number of pupils for whom dedicated school transport is provided. This information is updated annually following the September census and in June when the School Meals survey is published by the Scottish Government.
- 4.3 All responsibilities must be permanent and contained within the relevant job remits, as agreed through DNCT. Any responsibility which is part of a remit for **less than 2** years will be excluded for job-sizing purposes.
- 4.4 Over time there may be significant changes to whole school data and/or responsibilities which may necessitate a job-sizing review to ensure that a post is still sized appropriately with the commensurate salary. The SNCT have agreed review criteria which is detailed at appendix 1 of this policy document.
- 4.5 Changes to either whole school information, responsibilities or both will trigger a review of a post being assessed against the SNCT's review criteria. If the criteria are met, the post will be subject to re-job-sizing. If the criteria are not met then the review is complete and there will be no change to the recorded job-sizing outcome for a

post.

4.6 The job-size of a promoted post will be reviewed in the following circumstances.

1. When an existing post becomes vacant and prior to the post being advertised;
2. When a post-holder requests a review of their post in the belief that aspects of the whole school information and/or the responsibilities of a post have changed;
3. When the designated Human Resources Officer has identified or been advised that aspects of the whole school data and/or the responsibilities of a post/posts merit a review

A review of a post may lead to a full re-sizing of the post. With the exception of when a post is being reviewed due to a vacancy the SNCT have agreed set times when re-sizing should be undertaken.

5.0 JOB-SIZING CO-ORDINATORS

5.1 Job-sizing co-ordinators must have received training either directly by the SNCT trainers or locally by other trained job-sizing co-ordinators identified for that purpose.

5.2 The DNCT joint secretaries will maintain a register of trained job-sizing co-ordinators on both the management and teachers' side. This will be published on the DNCT website.

5.3 Two job-sizing co-ordinators (one management and one teachers' side) will normally be involved in any one job sizing/review exercise.

5.4 The role of the job-sizing co-ordinators is to work together to ensure that the job-sizing process is efficient, fair and transparent. They are tasked to:

- (a) Consider applications for review and using the SNCT review criteria decide whether a re-job-sizing is necessary;
- (b) Provide advice and guidance on the completion of the relevant documents;
- (c) Validate and sign off the questionnaire when satisfied that the details provided is an accurate reflection of the role;
- (d) Process all data through the Toolkit;
- (e) Provide written confirmation of the outcome to the post-holder/Head Teacher (this will be the responsibilities of the management side co-ordinator and is detailed further in paragraph 10.8 of this policy document)

5.5 Job-sizing co-ordinators will meet as required depending on the volume of work for processing. A record will be kept of all meetings and actions agreed.

5.6 Job-sizing co-ordinators will be available to brief staff groups regarding the process of job sizing.

6.0 REVIEWING A VACANCY

6.1 When it is known that an existing promoted post is to become vacant, the Head Teacher must submit a job sizing questionnaire along with or prior to submitting the justification to recruit. This will enable a review of the post to take place. Such a

review will be undertaken prior to a post being advertised. It is therefore essential that Human Resources are notified of the impending vacancy as soon as possible. The post cannot be advertised until the review, which may lead to job-sizing, has taken place.

- 6.2 Under normal circumstances a post will be reviewed only once in a twelve-month period.

7.0 POSTHOLDER REQUEST FOR REVIEW

- 7.1 The SNCT has determined that applications may be submitted for review in June and December of each year. Applications for post review must be submitted no later than 31st May for June review or 30th November for December review. If an application is received out-with these times, it will be held until the next scheduled diet of reviews. Any request must be based on significant and permanent qualitative change(s) to the level of duties and responsibilities of an individual post or group of posts when assessed against the review criteria. Focus will be on the duties and responsibilities in the job description and the requirements of the role, and not the post-holder who may have chosen to 'enhance' their role due to a particular interest in a subject or educational development.
- 7.2 Where a substantive post-holder believes that there have been significant changes to the whole school data and/or the responsibilities of the post (as permitted by the DNCT agreed job description for the post) since the last job-sizing of the post, he/she should in the first instance refer to the SNCT review criteria.
- 7.3 All changes in whole school data and/or post responsibilities must be accounted for when considering the review criteria.
- 7.4 Changes are graded - Type A, Type B and Type C - depending on the likely effect they will have on the overall score for a post; One type A change automatically initiates a re-sizing of the post; Two type B or one type B and two type C changes are required to initiate a re-sizing. Four type C changes are required to initiate a re-sizing. See appendix 1 of this policy document for more details.
- 7.5 Some changes only apply to certain posts. This is based on whether or not the particular section of the questionnaire impacts on the size of that type of post. See appendix 1 of this policy document for more details.
- 7.6 If, when assessing the changes against the review criteria, it is thought that the criteria has been met the post-holder should discuss this with their Head Teacher. Advice and guidance will be available from the job-sizing co-ordinators.
- 7.7 If the Head Teacher agrees that a re-sizing of the post may be necessary, then he/she, along with the post-holder, should contact the Human Resources Team to enable a review of the post to take place. All information must be provided with supporting documents as required before a review can be initiated to determine if the review criteria has been met
- 7.8 The job-sizing co-ordinators will consider the post review application and if they agree that the review criteria have been met, they will inform the post-holder and Head Teacher that a re-job-sizing of the post will be undertaken. It is at this time that a completed job-sizing questionnaire must be completed.
- 7.9 Consideration will be given to whether changes to the whole school data and/or

responsibilities of the post could have a possible impact on the job-size of any other promoted post(s) in the school, which may, thus, require to be reviewed at the same time.

- 7.10 If the job-sizing co-ordinators agree that the review criteria have not been met, the post-holder will be informed, and will record their decision on the review paperwork stating clearly their rationale before signing the document.
- 7.11 All paperwork associated with the review will be held electronically by the Human Resources Team.

8.0 COUNCIL INITIATED REVIEW

- 8.1 The Council may initiate a review of one or more promoted post if there is an indication of a change to the whole school data and/or the responsibilities of a post where there is a likelihood of the review resulting in a change to the job size score.
- 8.2 An annual desktop exercise will be undertaken by Human Resources staff during July of each year to determine whether there has been a category "A" change in the whole school data of any school. School roll data will be taken from the previous year's September census and free meals entitlement from the Scottish Government's survey published in June. A report will be prepared by the Human Resources Team to determine all posts that require to be resized and Head Teachers will be advised. Head Teachers will issue a standard letter to all promoted post-holders to advise if the post-holders post is subject to a review or not subject to a review as a result of whole school data and the actions the post-holder should take.
- 8.3 Any review will be undertaken in partnership with the trade unions and re-sizing exercise following the process detailed in section 9 of this document with each promoted post-holder required to complete a questionnaire. If a post-holder whose post has been determined for re-sizing fails to submit a questionnaire by the due date one reminder will be issued with a final date then the job sizing coordinators will automatically resize based on current date and in conjunction with the Head Teacher of the school.
- 8.4 Any resulting change to salary will be implemented from the 1st August (backdated as required).

9.0 PROCEDURE FOR RE-JOB-SIZING

- 9.1 Where it has been agreed by the job-sizing co-ordinators that the review criteria have been met the post-holder will be asked to complete and sign a job-sizing questionnaire supplied by the co-ordinators.
- 9.2 Section 1 of the questionnaire will be prepopulated with the whole school information which will be taken from the review supporting documentation. The whole school information will include: school roll, staffing numbers, free meal registrations, budget and school transport numbers.
- 9.3 Sections 2-5 of the questionnaire will be completed by the post-holder in agreement with their Head Teacher, or in the case of a Head Teacher, the Head of Education or nominee. These sections capture information specific to the remit of the post within the context of the DNCT agreed job descriptions relating to: Management and Strategic Direction of Staff; Curriculum Development and Quality Assurance; Implementation of Whole School Policy; Working with Partners.

- 9.4 The completed questionnaire, and any back up documentation, should be scanned and emailed to educationhr@dundeecity.gov.uk. Only questionnaire received in this way will be validated. An Excel Toolkit outcome **will not be accepted** from a post-holder for evaluation.
- 9.5 The co-ordinators will validate entries in the questionnaire and ensure that there has been no double counting of responsibilities, and that it is the role and not the person that is being evaluated.
- 9.6 Consideration will be given to whether changes to the whole school data and/or responsibilities of the post could have a possible impact on the job-size of any other post in the school, which may thus require to be reviewed at the same time.
- 9.7 If a questionnaire cannot be validated, the co-ordinators will provide a rationale to the post-holder and the Head Teacher. The co-ordinators may ask for the questionnaire to be resubmitted with additional supporting documents.
- 9.8 Once validated, the co-ordinators will sign the questionnaire. Only at this point will the entries in the questionnaire be processed using Job-Sizing Toolkit. There are five possible outcomes of a re-job sizing exercise:
- (a) There may be no change to the job-size score, and no change to the salary;
 - (b) There may be an increase in the job-size score, but no change to the salary;
 - (c) There may be an increase in the job-size score, and an increase in salary;
 - (d) There may be a decrease in the job-size score, but no change to the salary;
 - (e) There may be a decrease in the job-size score, and a decrease in salary

If the outcome is (a) the post-holder will receive a letter advising them of this, if the outcome is (b), (c), (d) or (e) a formal amendment to terms and conditions letter will be issued.

- 9.9 All paperwork associated with a review will be held in a digital format by the Human Resources Team.
- 9.10 Any change to salary resulting from a December review and subsequent re-job-sizing will be effective from 1st February of the following year. Any change to salary resulting from a June review and subsequent re-job-sizing will be effective from 1st August of the same year.
- 9.11 Cash conservation of salary will be applied in accordance with the prevailing SNCT conditions of service.
- 9.12 Any post-holder who as a result of resizing is in receipt of cash conservation and their post is further resized resulting in a further reduction in salary will receive the original cash conservation for the full 3 year period and the balance of any second cash conservation for any prevailing balance period at the end of the original 3 year cash conservation. E.g. post-holders original salary is £45,000 and reduces to £43,000, they will receive a cash conservation to top their new substantive salary up to £45,000 for 3 years, if 18 months into the cash conserved period a further resizing reduces the substantive salary from £43,000 to £42,000 they will continue to receive a cash conservation top up to £45,000 for a further 18 months and at the end of that period will then receive the balance of the second cash conservation (a further 18

months) of a top up to £43,000.

10.0 JOB-SIZING A NEW POST

- 10.1 When a new promoted post is to be established the Head Teacher should have an initial discussion with one of the co-ordinators to discuss the role and potential impact on other posts. It will be the responsibility of the Head Teacher, in consultation with a Human Resources Officer, to draft a job description if there is no approved description for the post.
- 10.2 The Head Teacher should complete a questionnaire along with supporting documents and emailed to educationhr@dundeecity.gov.uk . Only a questionnaire received in this way will be validated. An Excel Toolkit outcome **will not be accepted** from a Head Teacher for evaluation.

11.0 JOB-SIZING FOR A NEW SCHOOL

- 11.1 When appointments are to be made for a new school the whole school information, for an initial desktop exercise, will be determined using known data for existing schools. Care must be taken to ensure that the data used can be evidenced.
- 11.2 All promoted posts will be sized initially using the estimated whole school data to determine an indicative salary level for each role. Such an approach will be referred to as a desktop exercise with the final salary level for each post being determined when the new school has been established and the first recorded census information is known.
- 11.3 The desktop exercise to size each post will be undertaken in partnership between the appropriate Education Manager and with management and trade union side job sizing co-ordinators.
- 11.4 The exercise will be carried out based on a comprehensive and up-to-date job descriptions for each role, in consultation with the Head Teacher (Chief Education Officer in the case of a Head Teacher) with guidance from the Human Resources Team. The job description will be used to inform the completion of a job-sizing questionnaire for the exercise.
- 11.5 When the questionnaire has been finalised and the co-ordinators have agreed the content the information will be entered into the Toolkit to determine the salary level for the post. It is this salary that will be used when recruiting for each role. Post-holders' will be advised that the posts will be formally job-sized at a time of first recorded census data.
- 11.6 If the formal job-sizing leads to a change in salary level then following action will be taken:
1. If the role has been found to be job-sized with a higher salary than had been anticipated following the desktop exercise, the post-holder will receive the higher salary from the date of their appointment; or
 2. If the role has been found to be job-sized with a lower salary than had been anticipated following the desktop exercise, the post-holder will be

informed that their salary is to be cash conserved from the date of notification of the job-size outcome. Conservation will be in accordance with the prevailing SNCT conditions applicable at the time.

- 11.7 In the case of a merger of 2 schools, the Children and Families management team may implement an interim management structure for a school prior to the schools formally merging, i.e. one Head Teacher will manage 2 schools, in such cases an interim job sizing will take place for the interim structure and any adjustments to salary will be paid on an temporary responsibility / acting up basis.

12.0 JOB-SIZING TIMESCALES

- 12.1 When a vacancy is to be job-sized a sizing will take place as soon as possible to ensure the vacancy is advertised without undue delay.
- 12.2 Requests for a post to be re-sized by individual post-holders will be resized in line with the timescales detailed in paragraph 7.
- 12.3 An annual timeline for the whole school review will be produced by the Human Resources Team which will be advised each year to all Head Teachers.

13.0 JOB-SIZING APPEAL

- 13.1 There is no mechanism to appeal the outcome of the job-sizing of a post unless the post-holder is of the view that the process set out in this policy and procedures document have not been followed correctly.
- 13.2 A post-holder wishing to appeal the outcome must do so within ten working days of receipt of their outcome letter. The appeal must be in writing to the Chief Education Officer setting out clearly where the perceived failure in the process has been.
- 13.3 The Chief Education Officer will revert the matter to the DNCT joint secretaries for consideration.
- 13.4 If the DNCT joint secretaries fail to agree on any issue appealed by an individual teacher, they will revert the matter to the SNCT joint secretaries for guidance, on the understanding that any guidance received will be actioned irrespective of the outcome.
- 13.5 As job sizing is a national condition of service post-holders have the right of appeal to the SNCT joint secretaries.

14.0 JOB-SIZING VERIFICATION GROUP

- 14.1 As required all job sizing coordinators will meet to scrutinise completed job-sizing questionnaires for consistency and to determine whether further guidance is required to support the job-sizing process. The group may also include the following for further guidance to be determined:

- (a) Chief Education Officer
- (b) Education Manager
- (c) Human Resources Manager
- (d) External Teachers Side Representative

14.2 The group will report back to the DNCT sub group and Education Management Team on any particular issues with recommendations. The group has no delegated authority to request that any post be re-job-sized.

APPENDIX 1 – SNCT: PART 2, APPENDIX 2.3: ANNEX A REVIEW CRITERIA

1. WHOLE SCHOOL/POST HOLDER INFORMATION			
1.4. Type of post	Change(s) to the allocation of responsibilities for formally deputising for the Head Teacher amongst DHTs in the school. Change(s) in number of schools in which Head Teacher posts have responsibilities. Change(s) in number of schools in which	A A B	DHTs HT DHT/P T
1.9. Type of establishment	The addition or removal of an Additional Support for Learning Unit/ Classes or the addition or removal of a Nursery	A	HT
1.10. School Roll <i>(using the most recent census data submitted)</i>	Change(s) consisting of: +/- 100 pupils, or +/- 10% of the school roll on which the last job sizing was based; which leads to a change in the school roll band.	A	All
1.11. Numbers of staff	Change(s) consisting of: +/- 10 FTE staff, or +/- 15% of the numbers of FTE staff on which the last job sizing was based.	B	HT/DHT
1.12. % of children registered for free school meals	Change(s) consisting of: +/- 10% of the total numbers of pupils in the school; which leads to a change in the free school meals band.	B	All
1.13. Size of school budget	Change(s) consisting of: +/- £100,000, or +/- 20% of the actual budget for which the HT is responsible, excluding permanent staff costs and amounts related to property management, on which the last job sizing was based; which leads to a change in the budget	B	HT

2. RESPONSIBILITY FOR THE LEADERSHIP, GOOD MANAGEMENT AND STRATEGIC DIRECTION OF COLLEAGUES			
2.1. Direct line management responsibility for teaching staff	Change(s) consisting of: +/- 3 FTE teaching staff; which leads to a change in the teaching staff FTE band.	A	DHT/PT
2.2. Direct line management responsibility for other staff	Change(s) consisting of: +/- 3 FTE other staff; which leads to a change in the band in the other staff FTE.	A	DHT/PT
2.3. Accountability for budgets	Change(s) consisting of: <input type="checkbox"/> +/- £5,000, or +/- 20% of the regular annual budget on which the last job sizing was based; which leads to a change in the budget band.	B	DHT/PT
2.4. Responsibility for health and safety	Change(s) in responsibilities which leads to fewer or additional entries being made for this question in the job sizing questionnaire.	C	All
3. RESPONSIBILITY FOR CURRICULUM DEVELOPMENT AND QUALITY			
3.1. To review the CPD needs, career development and performance of	None required – covered by 2.1 and 2.2 above.	None	DHT/PT
3.2. To produce and implement the school development	Change(s) in responsibilities leading to fewer or additional entries being made for this question.	C	DHT/PT
3.3. To develop the curriculum and monitor learning and	Change(s) consisting of: +/- 5 classes. +/- 1 subject, or +/- 2 NQs	B C	AI I AI
3.4. Other formal curricular / management responsibilities	The addition or removal of whole school responsibility for learning/behavioural support. The addition or removal of any other responsibility listed in question 3.4	A B	DHT/PT DHT/PT

3.5. Timetabled teaching time per week	+/- 10 hours +/- 5 hours	B C	All All
4. RESPONSIBILITY FOR WHOLE SCHOOL POLICY AND IMPLEMENTATION			
4.1. To develop, manage and implement a policy on pupil behaviour	Change(s) in responsibilities leading to fewer or additional entries being made for this question.	C	DHT/PT
4.2. To develop, manage and implement a policy on guidance, pupil support, pastoral care and pupil welfare	Change(s) in responsibilities for guidance, pupil support, pastoral care or pupil welfare leading to fewer or additional entries being made for this question. Change(s) to formal responsibility consisting of +/- 25 pupils in the guidance/pupil support/pastoral care caseload which leads to a change of: <ul style="list-style-type: none"> • 2 bands • 1 band 	C B C	DHT/PT DHT/P T DHT/P
4.3. To develop, manage and implement a policy on pupil assessment	Change(s) in responsibilities leading to fewer or additional entries being made for this question.	C	DHT/PT
5. RESPONSIBILITY FOR WORKING WITH PARTNERS			
5.1. To work with parents	Change(s) in responsibilities leading to fewer or additional entries being made for this question.	C	DHT/PT
5.2. To lead or work with colleagues in the same establishment	Change(s) in responsibilities leading to fewer or additional entries being made for this question.	C	DHT/PT
5.3. To work with other establishments	Change(s) in responsibilities leading to fewer or additional entries being made for this question.	C	DHT/PT