

WINTERBOURNE NURSERY & INFANT SCHOOL



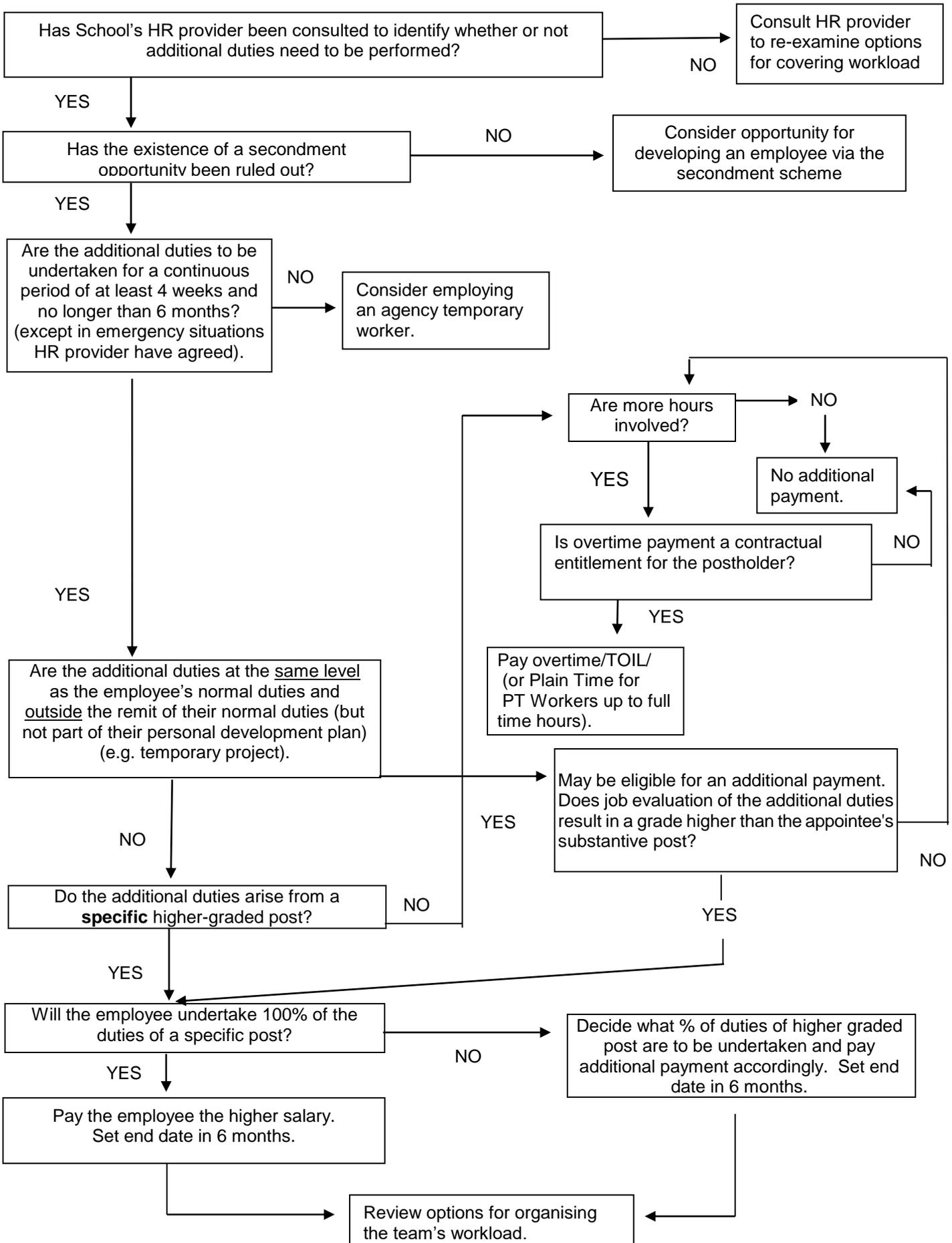
Rewarding additional duties

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Assessing Rewards for Additional Duties



PLEASE NOTE: This is an illustration. The full procedure must be followed.

Rewarding Additional Duties

1. Scope

1.1 The procedure applies to support staff.

1.2 The need for employees to take on additional duties can arise whilst a vacancy exists, during periods of absence, leave or reorganisation or because project work beyond normal requirements has to be undertaken. The purpose of following this policy and procedure is to enable a service to function effectively. It should only be used as a short term measure up to a maximum of 6 months. Management of this policy and procedure is the joint responsibility of school and the school's HR provider. It should only be used if application of the secondment scheme is not a possibility. Support staff posts of all grades are covered by this scheme.

1.3 Secondment Scheme

If the full duties of a post need to be covered for at least 6 months, or if the skills, knowledge and experience required for the role may be present elsewhere in the school (e.g. for administration, finance, personnel or IT work), the Secondment scheme should be followed. The Secondment Scheme requires that the post is advertised internally and filled following the Successful Staff Selection policy. This broadens opportunities for development to all support staff in a fair and non-discriminatory way. In some circumstances, secondment opportunities may be opened up to partner/voluntary or other government organisations.

1.3 This policy:

- (a) applies to all support staff appointed by the school and also at Pupil Referral Units.
- (b) replaces the previous Acting Up Policy (taking on extra duties of a higher grade) and arrangements for paying Honoraria (payments made to reward employees whilst in "acting up" positions).
- (c) eradicates the notion of an 'acting up allowance'. Employees either receive the full rate of pay for a post or an additional payment for carrying out additional duties.
- (d) incorporates the LA's and school's principles of equality, transparency and management accountability.
- (e) provides a flexible and efficient method to reward employees carrying out duties in excess of those contained within their job description/role profile.

1.4 Terminology

Additional Duties

Extra duties and responsibilities that differ from an employee's substantive job description/role profile.

Additional Payment

Payment for performing additional duties less than 100% of another post. Not to be paid for performing 100% of the post - this should be rewarded by paying the evaluated grade for the job. Pay and conditions must be agreed before the new arrangement starts.

Secondment

A development opportunity whereby an employee may experience working at a higher level for a period of at least 6 months. Should always be considered in preference to the Rewarding Additional Duties scheme.

End Date

This is a preset end date of the arrangement, after which the Headteacher must review the situation and reconsider options to manage the team's workload. Under no circumstances should employees be assimilated into a higher graded post without applying for a post that has been advertised in line with the school's recruitment policy.

2. Framework

- 2.1 It is for the Headteacher, in conjunction with their HR provider, to decide which scheme to follow. The Secondment Scheme, wherever possible, takes priority over both the Rewarding Additional Duties scheme and the option to employ an external agency worker.
- 2.2 There is a step by step procedure to follow when deciding if this policy should be used, how it should be applied and when alternative policies would provide a more fitting solution (see flowchart).

3. Key Principles

- 3.1 The need to maintain service delivery is the main reason for implementing the Rewarding Additional Duties policy. A decision should be taken promptly and the most appropriate person selected to undertake the additional duties. The principles of equality of opportunity and the school's recruitment practices must apply to any decision. Particular attention should be paid to the possibility of making reasonable adjustments to enable disabled employees to be considered.
- 3.2 Temporary cover arrangements can offer employees an opportunity to broaden their experience, acquire new skills and may lead to a gateway to promotion. Additional duties can provide development opportunities to staff who have hitherto not received such opportunities. Staff with relevant experience should, however, be considered before others. If there are no such staff, consideration should be given to those who demonstrate the required potential to do the job.

- 3.3 The ability to be flexible and adaptable to change is expected of all staff and managers. Good performance where the quality and quantity of work is produced to standards and deadlines, or to defined competencies, should be the norm. Additional financial reward should not be used to recognise good performance, nor should it apply to the carrying out of duties reasonably required of the postholder, as contained in their job description/role profile.
- 3.4 Headteachers are responsible for ensuring that, in covering additional duties, staff are not overloaded in terms of their volume of work. They need to bear in mind the requirements of the Working Time Regulations and Health and Safety at Work legislation. Service objectives should be reprioritised if necessary.
- 3.5 Headteachers should ask staff to consider the risks involved by taking on any financial commitments afforded to them whilst being paid at a higher level which may not be sustainable on return to a substantive grade.
- 3.6 Opportunities should be offered in the first instance to a ringfenced group of all appropriate employees. The selection process must be seen to be fair and unbiased. The schools HR provider should be involved in decisions about how to proceed when a change in status of a vacancy occurs, for example when a temporary vacancy becomes permanent.
- 3.7 In certain schools, emergency cover decisions may have to be arranged at very short notice. Ring fence decisions should be made in advance so there is a procedure to follow when, for example, a manager does not show up for work. In this way an instant decision can be made about who the most appropriate person is to take on additional duties for a very short period of time. This is one circumstance where the 4 week minimum duration can be disregarded and extra pay can be awarded to the person taking on the manager's tasks.

4. Procedure

- 4.1 A decision needs to be made about how to deal with the need for additional duties to be undertaken. Recruitment of external temporary cover should not automatically be decided upon in preference to utilising the skills, knowledge and experience of existing employees. The decision will involve assessment of the volume, duration (at least 4 weeks) and grade of additional duties, balanced against available resources within the school and impact on current workloads.
- 4.2 A short application form (see Appendix 2) will enable all interested employees to be considered to take on additional duties. Headteachers must be able to justify their selection against criteria where more than one applicant has expressed an interest.
- 4.3 When deciding how to share additional duties between various employees, schools should bear in mind their Equal Opportunities Policy and the Equality Act and the fact that some employees may only be able to undertake a limited amount of additional hours (eg working parents). Consideration should always be given to the impact additional work could have on different categories of workers.

5. Impact of Sickness Absence or Ill-Health

- 5.1 Where sickness absence during such an arrangement gives rise to operational difficulties the primary concern is effective and efficient service delivery. Another employee can be selected (using the same selection process) to carry out the duties. The first arrangement should be allowed to run its course. Where applicable the school's sickness procedure should be followed to discuss the impact of carrying out additional duties has had on the employee.

6. Duties at the Same Level

- 6.1 If the duties are at the same level as those of the substantive post (as measured under the LA's Job Evaluation Scheme) and simply reflect an increase in workload volume, a calculation should be made of the additional hours which need to be worked before identifying who is to do them. Extra hours should be rewarded either at the agreed overtime rate (if applicable) relating to the substantive post or by time off in lieu if applicable (or by plain time for a part-time worker up to full-time hours). It should be clarified and agreed in advance when additional hours are to be worked and how the outcome of these activities will be measured. This should be completed by the Headteacher before the arrangement commences.
- 6.2 If staff are working to their full capacity and take on same-grade additional duties, e.g. if additional duties have arisen from a project or to provide cover for an absent colleague of the same grade, part of their substantive post will need to be covered in an alternative way or objectives may need to be re-prioritised if additional hours are to be avoided.

7. Duties at a Higher Level

- 7.1 Where an employee is required to undertake additional duties and responsibilities which are calculated under the LA's Job Evaluation Scheme at a higher level than their substantive post, an additional payment should be paid. This can apply to situations involving the take up of either some or all of the duties of a more senior post. If only some of the higher level duties are to be covered, the depth and breadth of the duties and responsibilities should be assessed by the schools HR provider using the LA's Job Evaluation Scheme.
- 7.2 Where an employee undertakes the full duties of a higher graded post, certain terms and conditions related to that post will apply to that person for the duration of the arrangement. This will not affect the rights of the substantive postholder. Such measures will be decided on a case by case basis and made known before employees are invited to apply.
- 7.3 Absence due to maternity leave or sickness (especially when there is a disability related reason for it) will not trigger an early review of the arrangement (which could be deemed discriminatory). The arrangement should continue until its pre-arranged end date is reached (a maximum of 6 months).
- 7.4 Where additional duties are not linked to a specific senior post, Job Evaluation of the extra duties alone may result in a grade higher than the substantive post, resulting in entitlement to additional payment. Job Evaluation must never be used in this context to upgrade a person permanently, however; only to evaluate

the temporary level of the post.

- 7.5 The employee must be reminded of their substantive status and that the temporary arrangement is not a permanent promotion.

8. Calculating Additional Payments

- 8.1 There are two dimensions to the calculation: the percentage of the total job performed and the duration of the arrangement. If 100% of the post is being covered, the full rate of pay for the higher graded post must be paid. Where only part of a post is being covered, the difference in salary between the substantive post and the lowest spinal column point of the more senior grade should be paid. The additional payment will be equivalent to at least one spinal column point if the salary scales of the two posts overlap. In other circumstances it will be the equivalent to the difference between the substantive salary and the first spinal point of the higher grade e.g. employee who is grade 8 on scp 34 and undertakes duties of a grade 10 post will be granted an additional payment equivalent to the difference between scp 36 (bottom point of grade 10) and 34.
- 8.2 Please see 'Guidelines for calculating Additional Payments', the agreement to be signed by the employee and the application form for an additional payment.

9. Recording and Monitoring

- 9.1 A record form for an additional payment (Appendix 1) should be completed and a copy should be kept on the employee's personal file.
- 9.2 All such arrangements should be monitored periodically to determine access rates for different groups, review the length and reasons for such arrangements and ensure consistency of application. This will show all rewarding additional duties arrangements, including the grades of substantive postholders, grades of posts being covered, time period involved and percentage of duties covered. If a need for continuation beyond the originally agreed period arises, schools must review the reasons for the cover and consider a permanent solution to the vacancy.

Governing Bodies will need to justify new, ending and continuing arrangements and clearly identify funding available to support them.

Application To Take On Additional Duties

Name:

School:

Current Job Title:

Current Grade:

School contact No:

`:

Grade of Post applied for:

Using the attached role profile, please show below why and how you meet the shortlisting criteria for the post. Only those applicants who meet these criteria will be shortlisted.

Signed (applicant):

Date:

You may attach additional sheets if necessary

RECORD OF ADDITIONAL PAYMENT ARRANGEMENT

Submitted by:

Tel:

Date:

School

Job Title:

To be completed by the relevant Line Manager with advice from Schools HR provider

Additional duties/post to be covered:			
Status: (e.g. temporary, permanent, fixed term)			
Grade of additional duties/post:			
Name of Recipient:			
Employee Number:			
Substantive Job Title and Grade:			
Gender:	Ethnic Origin:	Disabled	Y/N?
Brief outline of situation:			
What alternative solutions have been considered (Explain why alternatives were rejected):			
Description of work that needs to be covered:			
Method used for selecting the individual: (eg. breadth of pool, ring-fenced group selected, staff selection procedure followed, etc.)			
Start date:		End date:	

What would be the consequences if the additional responsibilities were not covered?

Additional payment proposed and basis of calculation (Specify whether to be paid as a lump sum or monthly)

Approved by Headteacher or Chair of Governors:

Name:

Designation: (Headteacher/ Chair of Governors)

Signature:

Date:

A copy of this form to be kept on the postholder's personal file.

Rewarding Additional Duties

EQUAL OPPORTUNITIES MONITORING

The School is required to monitor all its staffing Policies and Procedures to identify any possible concerns about unfair treatment to particular groups of staff. You are therefore asked to provide the following information to the monitoring process.

How you complete this form has no connection to the evaluation of your application in any way.

Gender

What is your gender?

Female

Male

Marital status

Are you married or in a same sex civil partnership

Yes

No

Do not wish to declare

Age

What is your age group?

Under 15

16-24

25-34

35-44

45-54

55-64

65+

Do not wish to declare

Ethnic Group

What is your ethnic group?

Asian/Asian British

Bangladeshi

Indian

Pakistani

Chinese

Any other Asian background (please specify)

Black/African/Caribbean/Black British

African

Caribbean

Any other Black background (please specify)

Mixed/ Multiple Ethnic Groups

- White and Asian
- White and Black African
- White and Black Caribbean
- Any other Mixed/Multiple Ethnic background (please specify).....

Other Ethnic Group

- Arab
- Any other ethnic background (please specify).....

White

- English/ Welsh/ Scottish/ Northern Irish/ British
- Irish
- Any other White background (please specify)

- Do not wish to declare ethnic group

Spoken Language

What is your main language?

- English
- Other, including British Sign Language (please specify).....

Disability

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

- Yes, limited a lot
- Yes, limited a little
- No
- Do not wish to declare

If yes, in what way (please tick all that apply)?

- Visually impaired
- Hearing impaired
- Mobility disability
- Learning disability
- Communication difficulty
- Mental health problems
- Other (please specify)

The following questions are voluntary

Religion

What is your religion?

- No religion
- Baha'i
- Buddhist
- Christian
- Hindu
- Jain
- Jewish
- Muslim
- Sikh
- Do not wish to declare
- Any other religion (please specify)
.....

Sexual Orientation

Are you:

- Bisexual
- Heterosexual/ straight
- Homosexual/ gay
- Other
- Do not wish to declare

If you would like details of the process for gathering, storing and using this information please contact [fill in your details here]

Appendix 4

GUIDELINES FOR PAYING ADDITIONAL PAYMENTS

1. KEEPING RECORDS

All arrangements made for additional payments must be recorded.

2. CALCULATING ADDITIONAL PAYMENTS - PERCENTAGES OF HIGHER GRADED POSTS

The following examples show how additional payments may be calculated.

Payment should be based on the lowest scale point within the higher grade.

Examples (based on 2010 pay rates). Calculations need to be exact.

1. A grade 10 (points 36-38) post becomes vacant and will take 12 weeks to fill.
Two grade 8 post holders (at points 32 and 34) will share 50% of the duties of the grade 10 post, the remainder being covered by more senior colleagues. -
 - i. Difference between point 32/£28,800 and point 36/£31,761 = £2,961
Additional payment = $12/52 \times 2961 \times 25\% = £170.83$
 - ii. Difference between point 34/£30,390 and point 36/£31,761 = £1,371
Additional payment = $12/52 \times 1371 \times 25\% = £79.10$

Although the two grade 8 post holders are paid different amounts, this is consistent because it reflects the different additional effort required as well as the difference between their substantive grade and those of the higher graded duties.

2. *A grade 12 post-holder on point 44 earning £38,961 has been absent for a month and is expected to be away for approximately a further 4 months.*

A grade 10 post-holder on point 36 earning £31,761 has been covering 75% of the duties of the grade 12 post for the past month and will assume the full duties for the remainder of the absence:

*Difference between point 44 and point 36 = £7,200
Additional payment for 1st month at 75% = $1/12 \times 7,200 \times 75\% = £416$
Plus $1/12 \times 7,200 = £600$ per month until grade 12 post holder returns to work.*

3. SAME GRADE ADDITIONAL DUTIES

In cases of increased duties of the same grade (for example temporary project work, covering a vacant post) schools should contact their HR provider to discuss the possibility of additional payment.

4. ADDITIONAL PAYMENT AGREEMENT

This statement is to be incorporated into a letter to the employee receiving an additional payment. It is to be signed by any member of school staff who will be receiving an additional payment for taking on additional duties at a more senior level than their substantive post.

"I understand that this arrangement will end after a maximum of six months. Management have the discretion to end the arrangement earlier giving one month's notice. I may also end it in the same way.

I understand that the maximum length of entitlement to any enhanced terms and conditions will be for the duration of my taking on additional duties, and in any event will last up to a maximum of 6 months."

Name:

Signature:

Date:

Reason for Additional Payment:

End Date:

Ending acting up and honoraria arrangements

