

CARNEGIE COLLEGE

Gender Equality

Equal Pay Statement Update – April 2013

1 Introduction

- 1.1 Carnegie College is committed to the principle of equal pay for all employees and aims to eliminate any gender bias in its pay systems.
- 1.2 Equal pay between men and women is a legal right under European and UK law. The Equal Pay Act 1970 (as amended) is the main piece of legislation and sets out that men and women carrying out like work, work rated as equivalent or work of equal value, have the right to equal terms and conditions of employment.
- 1.3 **‘like work’** – that is work which is the same of a broadly similar nature.
‘work that is equivalent’ – that is work that has been rated as equivalent under and job evaluation scheme.
‘work of equal value’ – that is where work could be different but of equal value in terms of qualifications, skills, effort, decision making etc.

2 Objective and Scope

- 2.1 The objective of this Update is to demonstrate the organisation’s commitment to Equal Pay by detailing steps that have been taken to date in addition to outlining what the next steps and phases of activity are in relation to equal pay exercises and initiatives.
- 2.2 Equal Pay principles and practices apply to all employees of Carnegie College regardless of permanent, temporary, fixed term, full or part time contractual status.

3 Responsibilities

- 3.1 The responsibility for support and commitment to this statement and its objectives lies ultimately with the Principal and thereafter the College’s Executive Group to ensure implementation is appropriately carried out and resourced.
- 3.2 The responsibility for the ongoing advice and activity around implementation of this statement and its objectives is held by the Head of Human Resources and Organisational Development with the operational support of that team.
- 3.3 Line managers will be supported by HR on the appropriate operation of these matters in terms of the application within recruitment and salary placement, job description upkeep, flexible working practices and staff time off requests.

4 Current Position

- 4.1 Carnegie College recognises that pay gap issues may not solely be caused by men and women receiving different rates of pay for doing same or similar work. Within an organisation there may be other factors or employment practices which contribute or impact on pay – whether it be caring responsibilities, occupational segregation, organisational structures and pay and grading structures. The College is fully committed to applying the principles of equality in all these aspects by actively aiming to modernise practices. Practices or attitudes within staff recruitment, management or career progression are areas where robust systems are required along with appropriate training of staff who have responsibilities related to these processes.
- 4.2 Carnegie College has worked hard at establishing and retaining an excellent reputation for work-life balance through exercising robust implementation of our Life Style Friendly Policy. Such a policy was leading practice in the College sector and was recently updated in March 2013.
 - 4.2.1 The policy goes beyond minimum statutory expectations and accounts for individual circumstances of staff where flexibility around work and personal situations are addressed.
 - 4.2.2 The policy forms part of the Staff Handbook and is applicable to all staff within the College and Carnegie Enterprise.
 - 4.2.3 The uptake of such provisions is quite high and given the duration these flexible provisions have been in place, they are now part of normal working life.
- 4.3 Carnegie College has in place a very robust recruitment and selection policy and practices:
 - 4.3.1 The application form is regularly reviewed to collect data in an appropriate way and the Equal Opportunities Monitoring form is not supplied to the short-listing manager. This ‘tear-off’ section is retained by HR for monitoring purposes only.
 - 4.3.2 No first names are required on the application form in order to reduce risk of short-listing/selection decisions being subject to potential personal bias.
 - 4.3.3 Additionally, a member of the HR team sits on all recruitment panels and the organisation aims to have balanced recruitment panels made up of men and women.
 - 4.3.4 Management training will take place at least annually for all new management appointees on recruitment interviewing skills with particular focus on questioning techniques
- 4.4 Carnegie College works hard at removing barriers to career progression for staff. In particular, it has an excellent record of career progression for women:
 - 4.4.1 A balanced number of men and women sit at Executive Group and Senior Management level.
 - 4.4.2 Three out of five of the Executive Group are female and seven out of eleven of the Senior Management team are female as at 29 April 2013.

- 4.5 A well established Staff Development and Career Review (SDCR) scheme is in place for staff as well as a Performance Management and Career Review (PMDR) scheme for management posts:
- 4.5.1 This is to ensure equal access to personal development, training or progression needs.
 - 4.5.2 The SDCR process was reviewed in 2012. This review involved collecting feedback from staff and managers about how the process is working, what could be improved and changed in order to encourage even wider participation. These recommendations were trialled in a pilot and are now being rolled out across the organisation 2012-13.
- 4.6 Carnegie College received a re-accreditation by Investors in People (June 2010) and was given the Bronze award. Measures such as management, leadership and culture are focal points of such a review and this accreditation highlighted areas of good practice as well as areas of stretch for us to aim for:
- 4.6.1 Areas of good practice highlighted were embedded and valued College mission, values and behaviours; valued SDCR process; family-friendly practices; management training; accessibility of staff training and development; dealing with pace of change; robust planning.
 - 4.6.2 Areas of stretch identified were ensuring training impacted on day to day practice; leadership 'softer' skills; manager direct contact with staff; recognition; top-level measurement of performance.
 - 4.6.3 An action plan was devised to capture some of these developmental considerations and was contained within an all-encompassing staff feedback action plan document in 2011-2012. Action to date is under review pending the college merger programme with Adam Smith. Post August 2013 (Vesting Date), a new Principal and leadership team will be responsible for drafting the new Strategic review and People Plan for Fife College.
- 4.7 The organisation introduced a new pay scale (March 2012) for Support posts following the Job Evaluation Scheme . A new grading structure for managers and senior managers was implemented from 1 November 2012. Placement on the scales is based on evidential experience. In the case of the Lecturing pay scale, agreement was reached with the trade union to shorten the pay scale from 11 points to 5 points (achieved over a three year period to August 2012). This has reduced the chance of age bias associated with length of service. Historically and generally, women tend to have shorter service than men and therefore pay structures determined by long service can have a detrimental (even if inadvertent) impact on women in similar roles to male comparators.
- 4.8 The most significant area of progress related to this Equal Pay Statement is the undertaking of a Job Evaluation exercise for all support and management posts. This was undertaken by a specialist consultant who has significant experience in job evaluation, particularly within public sector bodies and local authorities. It resulted in the re-modelling of the support pay scales plus the implementation of a new pay scale for managers and senior managers. Such actions are covered in 5, 6.2 and 6.3:

- 4.8.1 A Job Evaluation Steering Group was formed with members from a cross-range of staff representing a range of levels and departments in addition to trade union representatives - locally and full time officials. This group was responsible for monitoring the progress of the project, overseeing actions, supporting internal communication and representing the staff.
- 4.8.2 Additionally, this Steering Group took part in the full 'moderation' of JE outcomes to ensure anomalies were addressed fairly and consistently.
- 4.8.3 The college introduced both a re-evaluation and an independent appeal stage (November 2011 to April 2012) to ensure that staff had the opportunity to challenge the placing of their role on a particular scale and in light of organisational restructures which had taken effect over the course of the original job evaluation exercise.
- 4.8.4 A new Job Evaluation Policy & Procedure has been agreed with Unison to ensure that all matters relating to equality of pay and work are continually monitored.

5 April 2013 - Report on Commitments, Aims and Outcomes to meet the joint Equality Outcomes

- 5.1 Referring to our General Equality Duty, one of our strategic aims is to be an employer of choice. We will abide by the four principles of proportionality, effectiveness, integrity and transparency when dealing with equality for men and women in all aspects of employment, including ensuring that pay structures are fair and transparent.

Responsibility: Executive Group

Time scale: On-going commitment

- 5.2 To conduct an equal pay audit (initial high level audit carried out in February 2011) during the 2013-14 academic session in order to identify areas for improvement. Resources that may require to be allocated to rectify any unjustifiable anomalies will be set out within an action plan during 2013-14 and in partnership with Adam Smith, following the merger of Carnegie with ASC.

Responsibility: Head of HR and OD

Time scale: Post merger

- 5.3 Through the equality outcomes exercise audit, there will be further investigation into any evidence of horizontal and/or vertical occupational segregation, with appropriate action plans developed to address any issues.

Responsibility: Head of HR and OD / Equality & Diversity Strategy Group

Time scale: Ongoing – a recent Occupational segregation report has identified gender dominant roles (> 70% occupation). There is a notable gender bias in favour of females in areas of Administration such as Customer Services (93.75%), HR & OD and Beauty specialisms. Male dominance is noted in technical areas such as Technician and Estates/Property. The most populous group within the College are lecturers

however an overall gender balance is noted in terms of headcount within this role.

- 5.4 A full review will be undertaken of the Lecturer pay scale with the aim of reducing the current 11 point scale to 5 points. This is to ensure that pay progression is criterion-based, not service based, which can indirectly adversely impact on more women than men. This will be carried out in consultation with the relevant Trade Unions. In addition, a Salary Placement Scheme will be devised to set out a process of placement onto the scale for newly appointed Lecturers.

Responsibility: Executive Group / Head of HR and OD

Time scale: Delivered - New 5 point Lecturing salary scale fully in place since August 2012. Salary Placement Scheme not agreed.

- 5.5 The College will take a 'partnership' approach with Trade Unions in implementing this statement and its actions by:
- Consulting on this statement through the Joint Consultative Committee, Joint Negotiation Committee and the College's Equality & Diversity Strategy Group.
 - Through these forums, identify any specific training needs for any staff or Trade Union representatives involved in equal pay initiatives.
 - Through these forums, monitor progress and pay statistics.

Time scale: On-going commitment

6 April 2013 - New or Revised Commitments, Aims and Objectives

- 6.1 To Equality Impact Assess all HR & OD policies and procedures against performance of the aims of the equality duties.

Responsibility: HR and Development Manager

Time scale: Ongoing

- 6.2 To ensure that the Job Evaluation Exercise outcomes are fully Equality Impact Assessed to ensure that all outcomes are not subject to gender inequality (see also 5.7). Occupational segregation had been identified within the posts of Estates/Property, Customer Services/Administration, HR & OD and some Lecturing posts in areas such as Engineering, Construction and Beauty specialisms. These issues need to be considered in light of the job evaluation exercise, unless these can be objectively justified and if there is possible action that can be taken to address these challenges.

Responsibility: Job Evaluation Consultant / Head of HR and OD

Time scale: Ongoing

- 6.3 To implement a new grading structure / pay scale for support posts, management posts and senior management posts – as a result of the job evaluation exercise (see also 5.7) and future merger.

Responsibility: Job Evaluation Consultant / Head of HR and OD

Time scale: Completed / ongoing to ensure restructuring and merger impacts are fully understood.

7 Further Advice and Information

- Commission for Equality and Human Rights – www.cehr.org.uk
- Close the Gap – www.closesthegap.org.uk
- ACAS – www.acas.org.uk