

WHA Grading Assessment Policy – January 2023

Revision History

Creation Date	Reviewer(s)	Review Date
January 2023	HR	January 2025



In order to introduce a fair, transparent and open system for grading roles, Williamsburgh Housing Association have opted to align with EVH salary scales. This will allow WHA to benchmark salaries with other Housing Associations as part of a value for money exercise and ensure that staff are appropriately compensated for the duties they undertake. This will be for new posts, vacant posts or a review of current grading (upon request by staff members or managers with permission from the member of staff).

The following assessment is based on EVH model grading template which was introduced with their Grading Guidelines in 2005.

Principles

- 1. In examining the spread of staff and grades it is useful to establish three main groupings:
 - A. Professional and Administrative Grades
 - B. Technical and Support Grades
 - C. Senior Management Grades
- 2. WHA will maintain a distinct pay spine/set of rates which has previously been developed but will now apply to the above 3 groupings.
- 3. Within each of the three groups, individual grades occupy their own unique position, which is similar to the current grading practice.
- 4. Diversity of approach and levels of performance and responsibility within Senior Management posts is reflected in the arrangements set out in the appropriate section. The senior management section of these Guidelines has been designed to offer the flexibility required to assess such posts.



Professional and Administrative Grades

- 1. Covering the great majority of staff employed Salaries for Grades 1 to 8 will fall to be paid from the appropriate salary scale over points PA1 to 31 as set out below (an up-to-date salary schedule is available from EVH or from HR).
- 2. The titles in the table are generic but demonstrate the expected level of responsibility within the grading structure

NEW EVH GRADE	SPINAL POINTS
1.Trainee	1 or 2
2.Clerical Assistant	3-4
3.Clerical Officer	5-8
4. Administrative Assistant	9-12
5. Senior Administrative Assistant	13-16
6.Assistant Officer	17-20
7.Professional Officer	22-25
8.Senior Professional Officer	28-31

- 3. WHA will look to introduce development schemes at all levels as part of the ongoing HR strategy. This will be to ensure that talent is recognised and nurtured in house with the potential to progress within the organisation supported when opportunities arise.
- 4. Trainee Grade 1 this level is intended to provide entry opportunities, for the main part, to young unqualified school leavers.
- 5. A factor-based assessment based on the <u>PA Definitions</u> will determine that the role is appropriately graded 1-8.



PA Definitions			
EVH Grade and Spinal Points	Generic Title	Expected Characteristics	Expected level of technical / professional knowledge
Grade1 (Points PA1 – PA2)	Trainee	 Principally aimed at younger school leavers holding few, if any, formal qualifications. Entry-level post Series of routine, supervised exposure to simple tasks Identified supervision and training plan arrangements in place suitable to ensure movement to Grade 2 post within no more than 1 year. 	N/A
Grade 2 (Points PA3 – PA4)	Clerical Assistant	 First substantive post within the organisation. Routine office/functional activities. On-going supervision on most aspects of the role. Little discretion to organise the administration of the workload 	Some measure of previous exposure to such work desirable but not essential
Grade 3 (Points PA5 – PA8)	Clerical Officer	 The post will include some responsibility for well-defined areas of administration within policy/procedural guidelines. Collation and provision of routine information and operational support to others. Contact with clients/customers may feature but will be of an information exchange nature. Operates within well-understood procedures with little, if any, discretion to vary these. No responsibility for supervision of other staff save for participating in new staff induction programmes and provision of on-going assistance to Trainees. 	Some measure of previous exposure to such work desirable but not essential



EVH Grade and Spinal Points	Generic Title	Expected Characteristics	Expected level of technical / professional
Grade 4 (Points PA9 – PA12)	Administrative Assistant	 Noticeable level of experience and competence in the administration of the function(s) concerned. Moderate levels of judgement in the execution and administration of existing procedures. Discussions with customers/clients and others will feature in terms of processing routine business towards conclusion. Some degree of day-to-day supervision of less senior staff – such as allocation of work tasks/prioritising competing daily work activities. Sound knowledge of the majority of routine procedures within the areas covered by the post and act as a source of information on such 	knowledge Previous experience of similar or related work will be essential. Educational qualifications at secondary level desirable where not otherwise matched by experience.
Grade 5 (Points PA13 – PA16)	Senior Administrative Assistant	 activities to others. At this level post-holders will be expected to successfully conclude business issues involving a wide range of people and situations. Noticeable level of experience and competence in the administration of the function(s) concerned. familiar with the ongoing need for updating office/functional procedures in line with management/organisational developments Moderate levels of judgement in the execution and administration of existing procedures. Discussions with customers/clients and others will feature in terms of processing routine business towards conclusion. Some degree of day-to-day supervision of less senior staff – such as allocation of work tasks/prioritising competing daily work activities. Judgement will feature routinely in Grade 5 positions in determining which matters need to be referred to seniors and which do not Sound knowledge of the majority of routine procedures within the areas covered by the post and act as a source of information on such activities to others. 	Previous experience of similar or related work will be essential. Educational qualifications at secondary level desirable where not otherwise matched by experience.



EVH Grade and Spinal Points	Generic Title	Expected Characteristics	Expected level of technical / professional knowledge
Grade 6 (Points PA17 – PA20)	Assistant Officer	 Semi-specialist post assisting "officers" and others in concluding business on behalf of the function(s)/organisation. Draw conclusions from data drawn from many sources, suggest action for others to follow, and assist in following up detailed queries that may arise. Work activity will be performed in a range of situations where functional experience and judgement will be required in order to make routine operational decisions within the boundaries of existing policies. Know how and where to obtain further information from a wide range of contacts in order to successfully resolve important operational queries Wide range of contacts will typically feature and be used to successfully take forward allocated work. Technical/operational know how will be a common feature, as will the need to maintain complex records upon which operational assumptions may be based. Provide advice and information that commits the function to (non-critical) actions At Grade 6, staff will give advice and information to (non-critical) actions Supervision of others on day-to day work may be expected as will involvement in recruitment and ongoing development of less senior staff. 	As a semi-specialist post, previous work experience and training will be required over and above any general previous exposure to clerical/administrative work. Education qualifications at secondary level desirable where not otherwise matched by experience. Progress towards qualifications beyond secondary level will be desirable



EVH Grade and Spinal Points	Generic Title	Expected Characteristics	Expected level of technical / professional knowledge
Grade 7 (PA22 – PA25)	Professional Officer	 Core professional grade reporting to seniors for a significant aspect of the function(s) concerned. Provide advice and support to other staff within the function on specialist information. May require to manage less senior staff. Take bulk of work forward to conclusion on own initiative within set policy guidelines and be accountable for such work. Most work will be self-generated and in many cases work concluded will bind the function/organisation to a course of action/provision of service. Exceptionally wide range of external contacts, many of which will be at professional level or above within the relevant specialist area(s). Negotiate with service users and providers and liaise with a range of external bodies at a professional level. Hold responsibility for successful delivery and achievement of operational performance and standards in the allocated part of the function(s) concerned. Contribute to relevant policy development and procedures that support such changes. Awareness of "best practice" demands and able to structure operational activity to strive towards meeting such demands. Posts which provide specialist internal support corporately within the organisation will also qualify for consideration at this grade. Staff at this level will be responsible for the successful delivery and achievement of operational and performance standards. 	A high degree of technical/professional knowledge will be required. Possession of, or progress towards relevant professional qualifications will be essential in all but exceptional cases where the skill sets required can be shown to have been achieved by other work related means



EVH Grade and Spinal Points	Generic Title	Expected Characteristics	Expected level of technical / professional knowledge
Grade 8 (PA28 – PA31)	Senior Professional Officer	 May perform a second in line role or lead functional role. Will normally manage 1 or more staff at Grade 7, except in highly specialist/single officer functions. Routinely offer important and specific contributions to policy formulation through senior management and committee/board structures as it relates to the post-holder's sphere(s) of influence. Heavily involved in the forward planning of existing services, including standards and resources. External contacts will predominantly include senior professional and others with decision making powers. Achievement of budgetary or other corporate standards will be expected, as will achievement of regulatory and other external validation processes and legal requirements. A specialist professional role may be combined with more general operational responsibility for the local office at this level. In recognition of the significant skills and responsibilities that may feature in some Grade 8 posts there is the opportunity to consider placing the salary spread on the lower regions of the Senior Manager scale – Grade 9. 	A high degree of technical/professional knowledge will be required, couple in many instances with some management experience/skills. Possession of relevant professional qualifications will be essential in all but exceptional cases where the skill sets required can be shown to have been achieved by other work related means.



- 1. This section sets salaries/pay rates for staff involved in care and support, trades, technical, security, environmental and all other "non-office" type posts.
- 2. The set of scales given below aims to provide sufficient flexibility for Williamsburgh Housing Association.
- 3. Whilst a range of suggested titles appear, WHA will use post names reflective of local circumstances.
- 4. Technical and Support Staff posts will operate over 6 unique grades as shown below each has a two-point incremental scale.

EVH Grade	Example Posts		
TAS 1	Office Cleaner		
	Porter		
TAS 2	Driver, Caretaker, Cleaner – care setting,		
	Catering Assistant		
TAS 3	Warden, Gardener, Qualified Cook,		
	Concierge		
TAS 4	Senior Concierge, Senior Warden,		
	Gardening Supervisor, Senior Cook,		
	Handyperson, Trades Labourer		
TAS 5	Small Repairs Officer		
TAS 6	Fully qualified trades person		



- As per EVH guidelines, this section covers the Chief Executive, Senior Management Team and some second-in line managers/Specialist roles. It is not possible to be overly prescriptive and thus the range of salary points available over SM1 – SM31 offers a degree of flexibility for local organisations.
- 2. The Chief Executive/ Principal Officer will be paid at Grade 10 and there will be only one such post in WHA paid over any four consecutive points within the range of points SM20 SM31.
- 3. The Senior Management Team will be paid at Grade 9 over any four consecutive points within the range SM9-SM15.
- 4. Second-in-Line Managers/specialist role will be paid at Grade 9 and WHA will determine the number and scope of any such posts. Such posts will be paid over any four consecutive points within the range of SM1 SM8.
- 5. WHA does not require to pay all posts graded 9 similarly. If job content and complexity is assessed on a post-by-post basis (as above) it is accepted that some senior posts may attract a higher rate than others. In determining the range for any given post, WHA will use a twostep method
 - 5.1 A factor-based assessment based on the <u>SM Definitions</u> which will determine that the role is appropriately graded 9 or 10
 - 5.2 An additional responsibility matrix assessment to take account of the "bar" points (size based) indicated. WHA will use their discretion to set upper salaries within these spinal points, taking account of the vital aspects that reveal the importance of the role such as:
 - Technical Know-how
 - Level of accountability
 - Risk
 - Development/External activities
 - Depute role
- 6. Spinal point ranges for posts at Grades 9 and 10 are as follows shown below and Senior management posts are to be placed on a 4-point spread.

New EVH Grade	Level	Spinal Points (Range of 4 of)
9	2 nd Line management / Specialist	SM 1-8
	role	
9	Senior Management Team	SM 9-15
10	Chief Executive	SM 20-31



EVH Grade and Spinal point	Expected Characteristics	Expected level of technical / professional knowledge
Grade 9 (SM 1 – SM 8)	 May perform a second in line role or lead functional or geographical area(s) or will be a highly specialist/single officer role without which there would be significant risk to the business. Will normally manage 1 or more staff at Grade 7/8, except in highly specialist/single officer functions. Potentially manage budgets for the department with direct reporting to SMT/CEO. Regularly offer important and specific input and drafts of policy formulation through senior management and committee/board structures as it relates to the post-holder's sphere(s) of influence. Heavily involved in the forward planning of existing services, including standards and resources. External contacts will predominantly include senior professional and others with decision making powers. Achievement of budgetary or other corporate standards will be expected, as will achievement of regulatory and other external validation processes and legal requirements. A specialist professional role may be combined with more general operational responsibility for the local office at this level 	A high degree of technical/professional knowledge will be required, couple in many instances with significant management experience/skills where there is a requirement for 2 nd in line management responsibility or deputising for SMT. Possession of relevant professional qualifications will be essential in all but exceptional cases where the skill sets required can be shown to have been achieved by other work related means Membership of a professional body in relevant job roles



EVH Grade and Spinal point	Expected Characteristics	Expected level of technical / professional knowledge
9 (SMT) (SM9 - SM15	 Senior Management team leading a department of staff Responsible for regulatory framework relevant to their department Direct reporting to CEO/Management Committee Strategic with the ability to formulate and implement strategies and policies and to keep the organisation compliant in the relevant area. Excellent knowledge of their own profession with a broader knowledge of how this relates to the social housing sector. Leading the forward planning of existing services, including standards and resources. External contacts with other senior managers, senior professional and others with decision making powers. Achievement of budgetary or other corporate standards will be expected, as will achievement of regulatory and other external validation processes and legal requirements. 	A high degree of technical/professional knowledge will be required, couple in many instances with significant senior management experience/skills. Possession of relevant professional qualifications will be essential in all but exceptional cases where the skill sets required can be shown to have been achieved by other work related means. Membership of a relevant professional body for the department



EVH Grade and Spinal point	Expected Characteristics	Expected level of technical / professional knowledge		
10 (CEO) SM20 - SM31	 A strategic leader for the organisation with the ability to negotiate and influence others for the needs and objectives of WHA. Direct line management responsibility for all SMT Effective and practical leadership to inspire high levels of motivation, performance and commitment. Analytical and strategic with an ability to formulate strategy, policies, implementation plans delivering through to outcome including review and assessment. Sound knowledge of the SHR regulatory framework from Registered Social Landlords Business planning process in the work of a housing association Excellent knowledge of housing issues, policy, statutory frameworks and wider regeneration and social policy Leading the forward planning of existing services, including standards and resources. External contacts with CEO's, senior professional and others with decision making powers. Achievement of budgetary or other corporate standards will be expected, as will achievement of regulatory and other external validation processes and legal requirements. 	Business, Housing Development or Financial Qualification at a higher education level. Professional Membership of Chartered Institute of Housing or relevant professional body.		

Senior Management Matrix

FACTOR	HIGH	MEDIUM	LOW
Staff management responsibilities			
Budgetary responsibilities (size, complexity, range of			
funding sources)			
Technical know-how involved			
Extent of accountability held			
Degree of business risk			
Complexity/range of development and external			
activities			
Depute role involvement			
Specialist factor			
• 1			
• 2			
• 3			



Williamsburgh Housing Association aims to deal with requests as soon as possible and within 2 months of first receiving the request, including any appeal. If for some reason the request cannot be dealt with within the 2-month period then WHA can extend this time limit provided the staff member is aware.

In order to ensure consistency of approach the following table denotes the authority level for grading assessment.

EVH Grade Assessment level	Authority to make the decision	Appeal
1 – 6	SMT from different department	CEO
7 – 9	CEO	Management Committee
10	Management Committee	Management Committee

Table 1.1 – Level of Delegated Authority for making grading decision

In the first instance it is expected that a member of staff seeking an assessment of their role would discuss this with their line manager. If the line manager agrees the employee should be supported in following the steps below:

Application for a grading assessment.

To apply for a grading assessment, employees need to:

- Apply in writing to HR (See <u>Appendix 1</u>)
- State the date of the application and why they believe their role should be assessed.
- Provide evidence of duties undertaken that demonstrate the level of grade against the relevant EVH scale being applied for (See expected characteristics from the appropriate definitions table for model descriptors).
- Note for those requesting a grade 9 assessment also need to include a <u>Senior</u> <u>management matrix</u>
- The SMT for your department must also sign the document to agree that the duties undertaken are an accurate description of what you do. If they do not agree with the duties noted then you must prepare evidence to present these at the grading assessment meeting.

Once the request is received

HR will appoint the chair of the decision making based on Table 1.1. If, once assessed, the request is agreed, it will be confirmed, in writing, without a need for a meeting. If further information is needed, the employee will be invited to a meeting.



- The employee will be invited to a meeting in writing by the decision maker. The employee can bring along a fellow work colleague or a trade union representative if they choose to do so. HR will also be in attendance.
- At the meeting the employee's proposal will be discussed.
- The employee may be asked for some additional evidence to support their application.
- If the job role does not meet the expected EVH grade, it will be assessed against the different grades with the EVH level confirmed following the meeting.
- The spinal point for the individual will be agreed dependent on how long you have been in the role, whether the role has changed over time and when this change happened. Examples of the spinal points and decision-making matrix which the manager will use are shown in the table below.

When did the role change to be what it is now? And length of time doing the role as it is.	Entry Spinal point
Less than 18 months	1 st spinal point
18 months to 3 years	2 nd spinal point
3-4 years	3 rd Spinal point
4-5 years	4 th Spinal point

- If the spinal point identified means a reduction in salary then the manager will automatically put the member of staff to the nearest spinal point above their current salary.
- If your starting spinal point identified is not the top spinal point, as per the conditions of service, on April 6th each year, any employee who has served at least 6 months in their current grade will automatically receive a salary increment i.e., they will move up one spinal point until reaching the top spinal point within that job grade
- After the meeting the manager will inform the employee of their decision in writing.

Appeals Process

- If the employee is unhappy with the outcome and has additional evidence to support their request they can request an appeal. The decision maker for the appeal is indicated within <u>Table 1.1</u> but will be detailed in the response letter for each individual outcome.
- The appeal request must be submitted within 2 week's of a decision being made.
- An appeals hearing will be held within 2 week's of receiving the appeal letter.



Vacant or new role

When a vacancy arises, or if there is a new role introduced to the organisation, the job profile will be looked at, updated and assessed with the salary now being based on EVH salary scales. The assessment of the salary scale will be carried out based on the authority level shown previously with the SMT of the relevant vacancy proposing an EVH grade and the appropriate authority (see Table 1.1) authorising.

Process for new role or for SMT to request a role to be assessed

Should a line manager or SMT member believe that a role should be assessed, for example if there is a potential business risk, they should have an initial conversation with the indicative decision maker. If it looks like the decision would be favourable then they should prepare an application for assessment. The member of staff should be involved in the conversation and agree to their SMT putting their role forward for assessment.

Grading assessment.

Following a similar process to an employee request, the line manager/SMT should:

- Apply in writing to HR (See <u>Appendix 1</u>) who will log the request and appoint a decision maker.
- State the date of the application and why they believe the role should be assessed.
- Provide evidence of duties undertaken that demonstrate the level of grade against the relevant EVH scale being applied for (See expected characteristics from the appropriate definitions table for model descriptors).
- Note for those requesting a grade 9 assessment also need to include a <u>Senior</u> <u>management matrix</u>

Once the request is received

To ensure that there is fairness across the organisation, the role will be assessed either by SMT from another department or CEO dependent on the grade level as identified in the <u>Table 1.1</u>.

Appeal

As this is not employee led the decision will be final and there is no right of appeal.



If you request your job to be assessed, you should prepare evidence for why you believe it to be comparable to the EVH grade you would like to be assessed against. Please note that if your assessment matches you to a lower grade then your role will move to be in line with that EVH grade. If your salary is reduced then your salary will remain on the current WHA salary for a two year protected period after which you will revert to the EVH grade.

If you are not the only person working in that role you should discuss with your teammates. If you are putting the role forward to be assessed it will affect everyone with an identical job description.



Appendix 1 – Grading Request Application

Please note: before completing this form, please read the Grading assessment policy. Prior to submitting, please discuss the request with your line manager and if relevant Head of Department.

1. Personal Information		
Name:	Team:	
Line Manager:	Date of request:	
Current	Anticipated	
Grade:	Grade:	

Expected Characteristics (see appendices from Grading assessment policy)	Duties and behaviours currently undertaken in your role which you believe warrants looking at this grade



How you believe you meet this level of technical/expected knowledge

If your application is successful, the job profile will require to be updated. Please therefore advise of any additional core responsibilities below which have not been captured above.

Note: This is to be a high level and should not go into the specific detail of everything that you do. If you are unsure, please base this on your current role or ask HR or your Line manager for some examples of job profiles in the organisation.

Job Outputs

Summary of Core Responsibilities

Applicant's	
signature	
Date:	

I agree that the duties noted within this application reflect what the applicant does as part of their job role.

SMT signature	
Date:	

2. Manager Decision

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	Agreed		Declined	
Date	of meeting:	•		
Reas	on for decision			
If the	request is refused, please describe	the bus	siness reasons for this decision	
16				
If agr	If agreed, start date of new grade			
New	New grade & spinal point agreed			

3. Manager Signature	
Manager's Signature	
Date	



4.	Appeals process		
×7	CO 1.0	1.41	

You are entitled to appeal the outcome of your request for a formal grading assessment in line with the authority outlined in the policy. The details of the outcome of the appeal will be recorded below,

This section should be completed by the appeal manager following an appeal meeting.			
	Appeal Upheld		Appeal not upheld

Explanation of the decision

If the appeal is upheld the manager must record the agreed scale and spinal point along effective date.

This decision is final and concludes the appeal process

Appeal manager name	
Appeal manager signature	
Date	



Dear [Appeal Manager]

I am writing to formally appeal against the decision taken on my recent request for a grading assessment which was notified to me on [date]

My reasons for appeal are as follows:

[set out the basis for your appeal. What new evidence that you feel should be considered?].

I would be grateful if you would let me know when and where we can meet to discuss my appeal. I would like to be accompanied at the meeting by [name].

Yours sincerely,

[your name]



Appendix 3 – FAQ

This section will be separate from the policy and will be updated as and when questions come in – Included in draft for ease of having it all in one place for staff and committee.

The business is making the assumption that people will only request a grading assessment when they believe that this could increase their salary – the following questions address some different situations:

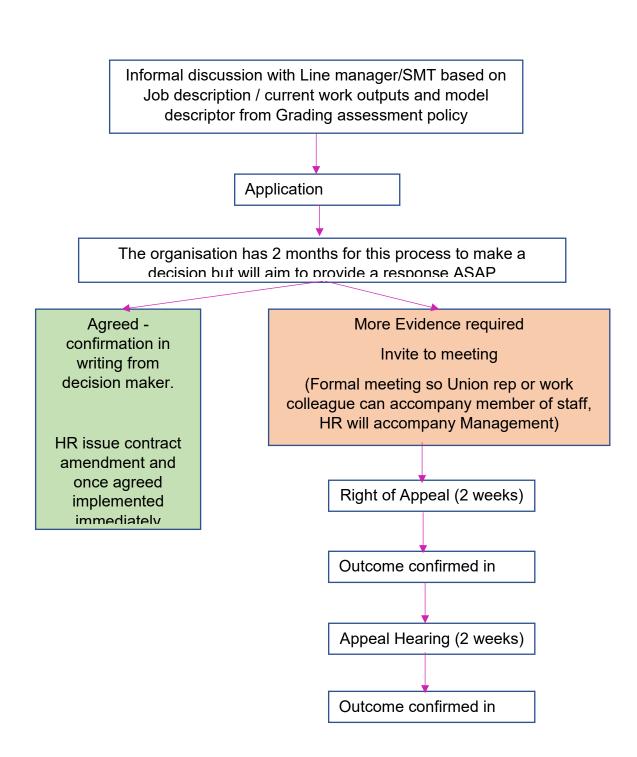
	Question	Answer
1	If the new grade is agreed, how soon will the change be implemented?	As this is a variation of your contract, new paperwork will need to be issued. If you agree to the changes then it will be implemented as soon as possible but HR will aim to do this within one week of the grading being agreed.
2	I work in a role where there are a few of us doing the same job – how will this work if we want to put ourselves forward for a grading assessment	You can discuss with your teammates about whether it would be appropriate for the role to be put forward for a grading assessment. You can request your SMT member become involved for discussion and to advise. If you work in a role where there are a few of
		 you on the exact same job description then you have a couple of options. You can either: 1. Put yourself forward for the role to be assessed. 2. Put 2 or more of you forward in one application if others agree rather than having multiple requests.
3	What if, after the whole process is completed, the grade is not agreed? Do I stay on WHA scale? Or do I move to a different EVH	If the panel does not agree that the role should be graded in line with expected EVH then it will be assessed against the appropriate EVH grade.
	scale?	If your role is assessed and the salary is lower than the current WHA again it's a variation of contract, so you will be given notice of the changes. In this instance your salary will be protected for 2 years. (Note there is no legislation for protecting your salary, this would be a variation of contract procedure and therefore the Company agreement would be to protect your salary for 2 years)



HOUS		Answer
		If, as per question 2 – multiple people put themselves forward then all who had applied would be on a protected salary for 2 years.
4	Will I get a new job description as part of the process?	It may be that your job description doesn't currently match what you actually do. Whilst all job descriptions will be looked at and brought up to date in due course, if you are seeking a grading assessment it would make sense to update your job description at the same time.
5	What if my manager doesn't agree that I should put myself forward for a grading assessment?	SMT are aware of the different grading within this policy and will guide you if they agree that you should put your role forward for assessment.
		If they do not think that you should put yourself forward for the grade you believe you can still put yourself forward. Please be aware that there is always a risk that
		your role will be assessed at a lower EVH role than you anticipate.
6	What if a vacancy comes up and the role is assessed at an EVH grade where the salary is higher and I do the same role?	If you do an identical role to the one which is advertised and the impact would be an increase in salary for you then your role will also be reassessed and your new grade/spinal point confirmed to you by HR. As this is a variation of contract you will be asked to agree to the terms. If you do not agree then there will be a formal consultation but as this would be an increase in salary with no amendments to your role we anticipate staff will accept this.
7	What if a vacancy comes up and the role is assessed at an EVH grade where the salary is lower and I do the same role?	This policy is designed as being voluntary for staff to put themselves forward. If your role is advertised at an EVH grade which has a lower salary there will be no changes to your terms and conditions and your salary will remain on the current WHA scale.



Individual





SMT/CEO

