| **By:** | Eric Hotson – Cabinet Member for Corporate and Democratic Services |
| | Amanda Beer – Corporate Director Engagement, Organisation Design and Development |

| **To:** | Personnel Committee | **Date:** 13 November 2018 |

**Subject:**      **Total Contribution Pay Equalities 2017/18 Update**

**Classification:**   Unrestricted

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**Summary:**   This paper provides an update on activity to address the appraisal rating distribution and equalities profile for the 2017/18 outturn.

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## 1.   BACKGROUND

1.1     The outturn for the appraisal year 2017/18 was presented to Personnel Committee on 12th June 2018. This information identified several areas that required action to ensure differences in distribution of ratings are justified and that assessments are conducted fairly and based on objective, considered criteria.

1.2     There was particular concern at the apparent discrepancy in appraisal outcomes between staff who were employed on a full-time basis and those on a part time basis.

## 2.   PART TIME STAFF ANALYSIS

2.1     To better appreciate the makeup of our part time staff across the non-schools workforce analysis has been undertaken to determine the gender, grade and ranges of contracted hours per week.

2.2     The analysis is attached in Appendix 1. In summary, 2/3rds of our part time staff are in grades KR6 and below, and the vast majority are female (approximately 90%). Large numbers have contracted hours of at least 3 days per week, and a quarter of all part time staff work at least 4 days per week.

2.3     Part time staff make up a significant number of the council's non-schools' workforce. All terms and conditions of employment and staff benefits are applicable to all staff irrespective of their contracted hours.

**3.    ENGAGING WITH PART TIME STAFF**

3.1    As a consequence of the analysis and previous discussion at Personnel Committee we have considered how best to address the issue of recognition positively, particularly for the staff themselves. We want to ensure that this large proportion of our staff have tailored support and a suitable collective voice.

3.2    Access to development and career pathways can be challenging for people working part time. We also know that our previous engagement survey indicates that non-managerial staff (where the majority of part time staff are) have lower levels of engagement with the organisation than their managerial colleagues.

3.3    Our aim is to ensure part time staff have a collective voice, enabling their ideas and issues to be heard and supporting the organisation in becoming a more inclusive employer. Consideration was given to a 'Staff Group' as an established method within the organisation, replicating what is in place for other minority groups e.g. Level Playing Field. Given the practicalities of membership, meetings, location, time constraints and administration this could be viewed as being County Hall centred or only for staff in specific areas if meetings taken away from Maidstone e.g. Kroner, Brook etc. A time- consuming option, with potentially limited numbers engaging.

3.4    An alternative option is to have a Staff Forum – a system-based method of engaging with identified staff groups on an as and when basis on specific topics/areas.  Forums will give staff the opportunity to exchange views and ideas on a variety of topics electronically and can connect into large change programmes, strategy development and respond to results from Staff Surveys.

3.5    This model has the potential to enhance staff engagement for this, and other, staff groups and engagement exercises, and is likely to be a more inclusive approach.  Staff forums can be used to look at short term, specific issues such as Flexible working, work patterns, work load, unconscious bias, technology, Health and wellbeing, business change, good conversations, TCP and management performance. Outcomes could feed into development programmes or identify areas for improvement and areas of good practice.

3.6    The current whole organisation staff survey will be able to identify the responses from part time staff. These can then be analysed and could be the conduit for specific and targeted engagement with them. Further engagement with this group can be facilitated via the ongoing use of the forum to ensure dialogue is maintained and staff can participate - it is not proposed to be a single exercise.  Appendix 2 provides an outline of the timetable proposed for the staff forum.

3.7 The proposed approach is being developed with colleagues in the Engagement and Consultation function and includes the use of webinars. The first of these will be aimed at support staff across KCC at KR8 and below. It is intended that by utilising Skype technology a greater opportunity to participate will be provided and a model established which can be replicated for further webinars with content linked to the outcomes from the staff survey. Our Learning & Development system Delta will capture activity on individuals' training records. This will also allow us to seek evaluation feedback which will assist in the development of the forum and future webinars.

## 4. MANAGEMENT

4.1 Managers play a crucial role in improving the recognition of the success of part time staff. To help facilitate this, we have undertaken several activities and developments:

- Discussion at all Directorate Management Teams to explore our revised managing performance approach to ensure it is inclusive.
- Amended the Managing Performance Guide book to reflect the different approach and explicitly cover part time staff.
- Pie charts are being developed on the Oracle system to illustrate at the point of appraisal entry by managers their part time and full-time differences.
- Explicit reference in the Managing Performance model to 'opportunity to deliver' – to highlight the part time staff challenge and the differences that need to be considered.
- Our new 'Conversational Practice' helps managers have the appropriate dialogue with all staff and dynamically set and assess performance with 'individuals' throughout the year.
- Improved and amended 'eLearning' provision on assessment of part time and full-time staff.
- Several KNet communication messages
- Our 'Business Liaison' role in the HR & OD function have communicated with Directors and Heads of Service specifically on this issue.
- Discussion at Directorate Organisation Development Groups.
- Messages through the T200 and Challenger groups.

## 5. CONCLUSION

5.1 It is critical that all staff have an appropriate assessment of their performance irrespective of their contracted hours. We are seeking to ensure that part time staff have every opportunity to benefit from this and are doing so both by enhancing their direct engagement and from a considerable investment in our managerial community. This is expected to be reflected in the outturn for 2018/19 which will be reported to Personnel Committee next year.

**6.**     <u>**RECOMMENDATION**</u>

6.1     Personnel Committee are invited to note the proposed engagement of part time staff and the action taken to improve the management and assessment process for all staff.

**Paul Royel**
**Head of HR & OD**
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**Background Documents:**
Personnel Committee 12.06.18 – TCP Equalities Data 17/18

**Breakdown of part time staff**

| Grade | Gender | Hours | Number of assignments | Sub Total | Band Total |
|---|---|---|---|---|---|
| **KR6 & below** | | | | | |
| | **Female** | 0 - 7.39 Hours | 286 | | |
| | | 7.4 - 14.7 Hours | 145 | | |
| | | 14.8 - 22.1 Hours | 596 | | |
| | | 22.2 - 29.5 Hours | 516 | | |
| | | 29.6 - 37 Hours | 409 | **1952** | |
| | **Male** | 0 - 7.39 Hours | 77 | | |
| | | 7.4 - 14.7 Hours | 47 | | |
| | | 14.8 - 22.1 Hours | 48 | | |
| | | 22.2 - 29.5 Hours | 36 | | |
| | | 29.6 - 37 Hours | 45 | **253** | **2205** |
| **KR7 to KR9** | | | | | |
| | **Female** | 0 - 7.39 Hours | 5 | | |
| | | 7.4 - 14.7 Hours | 19 | | |
| | | 14.8 - 22.1 Hours | 256 | | |
| | | 22.2 - 29.5 Hours | 246 | | |
| | | 29.6 - 37 Hours | 225 | **751** | |
| | **Male** | 7.4 - 14.7 Hours | 1 | | |
| | | 14.8 - 22.1 Hours | 15 | | |
| | | 22.2 - 29.5 Hours | 20 | | |
| | | 29.6 - 37 Hours | 22 | **58** | **809** |
| **KR10 to KR13** | | | | | |
| | **Female** | 7.4 - 14.7 Hours | 9 | | |
| | | 14.8 - 22.1 Hours | 69 | | |
| | | 22.2 - 29.5 Hours | 130 | | |
| | | 29.6 - 37 Hours | 126 | **334** | |
| | **Male** | 7.4 - 14.7 Hours | 2 | | |
| | | 14.8 - 22.1 Hours | 12 | | |
| | | 22.2 - 29.5 Hours | 10 | | |
| | | 29.6 - 37 Hours | 8 | **32** | **366** |
| **KR14 & above** | | | | | |
| | **Female** | 14.8 - 22.1 Hours | 3 | | |
| | | 22.2 - 29.5 Hours | 4 | | |
| | | 29.6 - 37 Hours | 5 | **12** | |
| | **Male** | 22.2 - 29.5 Hours | 1 | **1** | **13** |
| **Grand Total** | | | **3393** | **3393** | **3393** |

**Total Female Part Time 3049**
**Total Male Part Time 344**


**Data as at 31st July 2018**
**Excludes Full time, Casual Relief, Sessional and Supply Staff**

| During September | • Development of definition of specific staff forum (with Consultation & Engagement Team) |

| October | • Communication/engagement<br>• Invitation/nomination process |

| November | • Analysis of survey results |

| December | • Inaugural Forum meeting/activity (virtual/business change method) |

| January 2019 onwards | • Review and maintenance of the forum<br>• Facilitated events and topics e.g. TCP and Appraisal Reviews, Flexible Working/Worklife Balance, Use of Technology |