

Changes to role size and protecting earnings:

A good practice guide

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INTRODUCTION

Organisational structures evolve, responsibilities are reallocated and developments in technology result in alterations to working practices. This is normal now in most organisations: educational institutions are no exception. Assessing the impact these changes have on role shape and size should be part of normal human resource management practice. And, just as roles grow; so they shrink.

Managers need to be aware of this as they allocate responsibilities between team members and assign new duties. It is possible, unwittingly, to increase the size of a role as new and more demanding responsibilities are added. This growth maybe such that the role's new size takes it into a new grade. Managers will also need to be mindful of the impact the creation of new roles may have on existing ones.

Most organisations have systems and procedures in place to enable the impact of these changes to be evaluated. It may be tempting to try to slot these roles into the grading structure by comparison to other roles deemed to be the same size. However, in the context of increased chances of litigation and the importance of maintaining the robustness of the structure's design, the draw to whole job comparison should be resisted and changes to roles should be subjected to a proper analysis.

It is less usual to find equivalent systems that deal with the changes caused by the removal of responsibilities or the decline in the level of demand placed on the role holders. Nevertheless any regrading and restructuring procedure, including the checking of role size periodically and particularly at the start of a recruitment process, should allow for this possibility.

Earnings protection policies are predicated on the belief that individuals should not suffer unnecessarily as a result of organisational changes over which they have no control. The aim of such a policy is to provide the individual with a soft landing. The general principal is that the role should be positioned at its correct place in the grading structure immediately but the individual is given time to adjust over a reasonable time.

The Higher Educational National Framework Agreement contains a section on earnings protection and advocated partnership working between the employer and recognised Trade Unions. The implementation of the Framework Agreement has seen considerable benefits accrue to all parties from this approach. Members of staff are also reassured to see their representatives engaged as social partners.

At times of change, the first question most people will ask is "What does this mean to me?" A responsible employer, therefore, considers the impact the changes will have on existing roles holders. It is no longer acceptable to avoid such questions or provide fudge solutions, given the increased understanding of role worth following the role analysis exercises recently carried out and the heightened awareness of equal pay for work of equal value legislation. Even more importantly, role holders deserve an explanation.

Earnings protection should not be seen in isolation; it should be located in the overall people management strategy, not just the reward aspect. Reference needs to be made to other related policies for, in effect; the role at its previous size no longer exists. It will have been replaced by

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another role of a different size with different and lesser levels of demand. While systems for dealing with shrinkage and moves to lower grades need to be established, they should be part of a wider approach for dealing with organisation change including redundancy, redeployment and retraining. These should clearly distinguish between the decline in role size due to factors beyond the control of the individual role holder and those changes caused by the role holder. These may relate to health, disability or capability matters and should be dealt with separately.

“Red circling” is a term now in widespread use in the higher education sector. It is used to describe people whose existing pay rate is higher than the grade to which the role they occupy has been assigned. A rainbow of other colours has been used to describe roles that have been affected. For example: “White circle” is used to describe people whose roles have not changed, “Green Circles” for whose roles have been up graded and “Pink Circles” are those whose current grade maximum is higher than the top point of the grade to which they have been assigned. The National Framework Agreement contains provisions for protecting the earnings of those whose roles have been adversely affected. Whilst these relate to this particular agreement, the principles may be helpful to others.

This guide will build on the principles contained in the Agreement, suggest additional ways of dealing with the effects of the reduction in role size and will outline what can be done to protect the earnings of the individuals thus affected.

The National Framework Agreement also commends partnership working with the trade unions. ECC supports this approach and values its close working relationship with them. Their help in producing this guide is much appreciated.

This guide was written before the judgements in the GMB v Allen, Bainbridge v Redcar and Cleveland BC and Surtees v Middlesbrough BC cases were announced. These are directly relevant to protection arrangements may have implications for current practice. It is too early to say what these might be so members are encouraged to seek legal advice.

ROLES AND RESPONSIBILITIES

The role of managers

Most organisations expect managers to align staff's work to business plans and keep control over the wage bill. Managers in the education sector rarely have the delegated authority to decide pay rates but the way in which responsibilities are allocated and reassigned can have a direct effect on the size (and therefore, the grade) of a role. There is also a growing recognition of the importance of managers taking a far more active role in managing people's performance in the round. This is more than simply making sure that the work gets done; it means that managers are responsible for ensuring the right person is doing the right things to the level required and that they have the support and training to ensure they are able to perform their role effectively. This suggests that managers will need to pay greater attention to the allocation of work and development of team members individually and collectively, and to the consequences of these decisions on role shape and size –and the people directly and indirectly affected.

Managers' use of role analysis

Work redistribution may affect roles' shape and size. Delegation and the allocation of work are key aspects of any manager's role. Making sure that work is completed effectively, inevitably involves consideration of who does what. Tasks are shifted and responsibilities are reallocated as part of the day to day management of the team. This is normal.

However, the impact of these changes now requires careful consideration. New pay and grading structures have been introduced taking account of equal pay legislation and the requirements of the organisation, based on an analysis of the demands and the complexity of the duties and responsibilities of all roles. Typically, this analysis has been carried out by trained analysts and checks made to ensure consistency of interpretation, between roles and across the whole organisation. Managers will be familiar with using HERA or FEDRA through their involvement in providing and verifying evidence of their own roles and those of the people reporting to them. The use of role profiles can also help managers understand the impact of the reallocation of responsibilities and the shifts in workloads between members of the team. The effective management of the grading structure demands that changes to roles are checked in the same way to ensure they continue to be positioned correctly within the grading structure.

HERA and FEDRA have been developed so they can be used routinely by managers as they provide a rational and relevant means of understanding the impact shifting responsibilities between team members and adding or removing duties may have on role size and grade. It will also help them appreciate the effects of their actions on the people they manage as well as on the roles they occupy and will mean managers will be able to anticipate the consequences of change rather than react to pressure from members of the team to review the grade of the roles they occupy.

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However, managers may need training and help from their HR advisor to help them transfer knowledge of the scheme from role analysis to role design. Another benefit of doing this will be to give them additional insight into the impact on the unit's salary costs.

There will always be the need for trained role analysts determine the final role score, to ensure consistency of interpretation and maintain the integrity of the pay and grading structure. This however, should not preclude the wider understanding of how the role analysis schemes operate and how decisions about the allocation of work can affect role size and grade.

OPPORTUNITIES TO REVIEW ROLES

Vacancies

Carrying out a review of a role before filling a vacant post is accepted good practice. No role exists in isolation. The delivery of its main purpose and achievement of its objectives inevitably brings the occupant into contact with other role holders. The role will function in a system and have a place in the organisation's structure. The achievement of its objectives and those of other roles will depend, in part, on the interaction of their occupants.

The review should also explore the impact any changes may have on other occupants of the same role and holders of other roles in the team. It should also examine the impact they may have on the relationship with roles in other sections or departments. Changes to the responsibilities of one role holder can alter the responsibilities of others by creating overlaps, duplication or gaps, making it difficult to identify who is responsible for what. Adding new responsibilities or taking some away could affect the size of the role in relation to others. Using a structured approach, such as that provided by the use of HERA or FEDRA, enables changes to roles to be mapped and the effects on the size of the role compared to other roles within the same section and elsewhere in the organisation.

This can be particularly important if the vacant role is one in a generic or specific group as there could be knock on effects. Moreover, if the vacant role is part of a system, abstracting responsibilities or changing the focus could disrupt the flow of information or break the link in a chain of activities.

The opportunity created by a vacancy provides the ideal opportunity for the review of the division of labour as there is no occupant to consider. However, if turnover is low, this opportunity does not arise very often and other occasions need to be used.

New roles

New roles are created in response to developments and changes in approach, often caused by the need to adopt new areas of work. Economic factors and technological developments can also demand new types of role with perhaps unfamiliar responsibilities. Such new roles include learning support technologists, workforce development consultants and business development managers.

The use of HERA and FEDRA for the design of new roles can help check that the combination of tasks make sense. They can also identify the competencies needed for effective performance and allows the profile to be checked to ensure the role is doable. Most importantly, their use enables the role to be sized correctly and consistently with all other roles. Ensuring the position of new roles in the grading structure is justifiable and appropriate, otherwise there is the danger of eroding the robustness of the pay and grading structure and giving ground for complaint from other role holders. If the pay rate is perceived to lead to recruitment difficulties, it is possible to explore the appropriateness of market supplements once the base rate of pay has been established.

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It is not always easy to consider the effect the new role may have on others within the section or department, the associated occupational group and other roles elsewhere in the organisation. As noted above, roles exist in systems and structures and have relationships with others. These relationships need to be mapped as the creation of a new role can inadvertently diminish other roles' responsibilities and even the removal of some of their responsibilities thus having a negative impact on their size. Again the use of HERA and FEDRA means that associated roles can be compared, in terms of their shape and size, thus revealing overlaps, gaps, duplications, complementarities and conflicts, before any recruitment process is started.

Review of work distribution and restructuring

Even when turnover is low and the need to create new roles occurs only rarely, a wise organisation builds ways of reviewing the allocation of work into its everyday management practices. This can be done routinely by linking the regular appraisal of responsibilities with the annual personal development and review procedure. If this is deemed not appropriate, the review can be carried out as part of the annual business planning process.

The planning process should identify new targets and objectives for the forthcoming year. These may require role holders' activities to be amended or altered or identify new priorities. The impact on roles should be assessed for alterations may lead to changes to the shape of a role; which could affect the role size, by either enlarging or diminishing it.

EARNINGS PROTECTION

The guidance given here should not be seen as legal advice. If a detailed and definitive opinion is needed, the advice of an appropriate professional should be sought. The following, nevertheless, outline the major factors that should be considered when developing approaches to earnings protection.

Pay protection

TRANSITIONAL

The arrangements for protecting individual earnings should demonstrate the employer's genuine intention of moving to new pay and grading structures that are free from illegal bias and mechanisms that satisfy legal and equality duty requirements.

PERSONAL NOT THE ROLE

The protection of pay applies only to the person so affected, not the role. This is not always well understood as people have strong sense of ownership over the role they occupy. In practice, this means that, if a vacancy occurs in a role with multiple occupants, the role should be advertised at the correct grade not the previous one and the new occupant paid at the commensurate level, not that of the protected individuals.

IMPACT ON OTHER ELEMENTS OF THE REWARD PACKAGE

There may be implications to other aspects of an individual's reward package that will need exploration and protection. If the change in the role's grade has moved it into a band with different terms and conditions, previous entitlements may be reduced. These could include holidays and pension provision. In the case of the latter, the effect could also be influenced by the individual's age and length of service.

There may be other benefits similarly affected. Some organisations link the provision of items of equipment such as laptops and phones to grade and make facilities, such as car parking spaces available to occupants of certain grades only. Thus, it is possible that changes to grade could adversely affect these entitlements. Therefore, all elements of the rewards package need to be considered when developing the earnings protection approach.

NATIONAL PROVISIONS

The National Framework Agreement, formed between Higher Education employers and the Trade Unions, suggests possible ways of protecting the pay of individuals adversely affected by the implementation of new pay and grading structures.

PERIOD OF PROTECTION

The point of providing protection is to enable the individual concerned to adjust to their new pay level. This begs the question of how long a period is required. There is a need to demonstrate this is only a temporary measure while the employer introduces new pay arrangements that

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satisfy legal requirements. Opinions vary as to what is a reasonable period. As employees' personal financial arrangements are affected, what may seem a reasonable period to one party may seem totally unreasonable to the other. The employer is in the unenviable position of having to balance what is fair to one person with the more general aim of achieving equal pay for work of equal value. This matter has been considered by the Court of Appeal so great care, and possibly legal advice, will be needed before deciding on how long a period of earnings protection should last.

PARTNERSHIP WORKING

A number of organisations have found considerable benefits can be accrued from working in partnership with trade unions. This approach is recommended by the National Framework Agreement and has been found valuable during its implementation. The more rounded perspective attained from this approach enables the prediction of possible problem areas and the development of suitable means to prevent or deal with them.

Regular meetings between HR managers and trade union representatives can be organised so they can consider what is happening to staff affected by the need to protect their earnings to ensure that they are able to access the career development opportunities or are being considered for internal vacancies. The scrutiny can also ensure a constant review of the role is made if leavers and reorganisations are planned. The joint review process ensures early, constant and structured consideration of individuals is carried out and can limit or remove the difficult problems the need to protect earnings can cause".

PAY REDUCTION METHODS

There are a number of ways to adjust an individual's pay so it moves to correct rate for the role. The legality of these will need to be considered in light of the Appeal Court's decisions in the cases of Allen, Bainbridge and Surtees and it is strongly recommended that appropriate legal advice be obtained before concluding any agreement. Options include:

- Freeze the pay at its current level

The monetary value remains the same as the individual will receive no cost of living increases or increments. The justification for this is the assumption that the correct rate of pay will eventually catch up with the frozen value.

This approach also has some payroll administration implications as the individual's rate will quickly come off the pay spine and will need to be treated separately.

- Cost of living increases only

The individual is not allowed to progress any further up the grade in which their current rate of pay falls but is awarded any agreed cost of living increases.

- Cost of living increases and increments

This arrangement allows the individual to progress incrementally to the top of the grade in which their current pay rate falls as well as receiving any agreed cost of living increases.

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- Staged reduction

The individual's pay is reduced gradually, for example by 25% each year for a four-year period, until the pay rate reaches its correct level. This approach will also have payroll management implications.

PAY PROTECTION PERIOD

There is no hard and fast rule that specifies how long the protection period should last but the conclusions of the Appeal Court's decisions should be kept firmly in mind when deciding what this should be. The period could extend up to four years, as recommended by the National Framework Agreement, which also sets out what should happen at its end.

The employer will need to keep the situation of each individual so affected in mind. As the years pass, it is easy to lose sight of the adverse impact being subjected to a pay protection arrangement could have on the individual's morale and performance.

Similarly, the impact on other staff will need to be taken into account. Even though pay matters should be confidential, such information does get out. Therefore, it is not unreasonable to assume that other people will be aware that an individual is being paid more than their role is worth.

Growing roles back to the previous size

A way to remove earnings protection recommended in the National Framework Agreement is to increase the responsibilities of the role occupied by the individual so that it will return to a size (and thus grade) that is commensurate with the pay of the occupant.

On the face of it, this may appear to be a fair and practical way of resolving the problem. However, it assumes that responsibilities at the higher level are available and the employer wants them carried out – by that individual. It also assumed that the individual is capable, albeit perhaps with additional training and support, of carrying them out and begs questions about the fairness of providing the opportunity to take on additional responsibilities (and in effect increasing the earnings capacity of the individual) to the detriment of others who may also have the potential and ambition to develop.

This approach also requires a process to re-assess the role periodically to ensure that the growth in responsibilities is actually taking place (and to ensure the individual is developing his or her competencies accordingly). If the responsibilities do not increase in practice and or the individual proves unable to develop or unwilling to take on the extra demands, the employer and individual may have to face up to the consequences with the individual's pay being reduced.

Redeployment

Another solution proposed in the National Framework Agreement is to move the individual into another role at the level of their previous pay rate. This approach has been used in other organisations as a means of dealing with organisational change thus avoiding redundancy.

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Usually the individual is offered a suitable alternative position, identified by the employer and it is assumed the individual would not refuse a reasonable offer.

The National Framework Agreement suggests that if such a post is not immediately available, an individual, subject to earnings protection, may be given training and development opportunities to maximise their chances of moving to a post at a higher grade when a suitable post arises.

If the move is to be successful, the individual concerned may require additional support and training. Birmingham City Council lost a claim for damages made by Mrs Lancaster who suffered personal injury as a result of the lack of retraining and support following a required move to another post.

Occasionally people identified as being in need redeployment can be viewed unfavourably. If the organisation takes care and constructs an appropriate development programme to support these individuals, the dangers of the usually wrong and unfair assumptions can be avoided. Each case needs individual and sensitive handling. The particular situation should be assessed so suitable action can be taken to ensure the role identified as possible alternatives are truly suitable. Support should also be provided to the manager, other team members in the receiving unit and the individual being redeployed.

This solution is sensible and practical and often vacant roles are ring fenced so that those adversely affected by internal changes have preferential treatment. However, this may result in the promotional prospects of other staff being damaged and lead to claims of unfair treatment.

The use of market supplements

In some cases, the need to protect earnings of individual may have been caused by market forces. Until the National Framework Agreement between higher education employers and the trade unions was reached, the main way of dealing with recruitment and retention pressures was upgrading the roles in question. Reducing a grade when the need went away was not really an option. The analysis of roles has placed roles in a rank order according to their comparative size and the rank order used to assimilate them into the new pay and grading structure. The effect of this will thus have exposed roles that may have been previously upgraded because of market comparisons rather than being sized according to the role's complexity or level of demand.

In exploring the reasons for the movement, some employers have examined the current market situation to find out whether the payment of a market supplement in the current climate would be justified. The justification for the payment of a market supplement would need to be based on evidence and kept under review. Role holders will need to be made aware that changes to the market could lead to the supplement being removed, thus it is not a guaranteed or permanent solution".

Guidance on the use of market supplements can be found in the National Framework Agreement and information about market pay rates and pressures can be obtained from a number of sources, including UCEA and the labour market data service provided to ECC's members by Capita.

Buying out protections

Though rarely used in higher education, buying out protections might offer a suitable solution to both the employer and employees concerned. It can also be used to find ways to vary other terms and conditions of employment. As such, any proposals should be negotiated with partner trade unions. This will mean that the changes and matter of earnings protection is dealt with openly with all parties being able to adjust quickly to the new situation.

This approach may be particularly suitable for the occupants of those roles up-graded in response to the previous market pressures, but whose position in the rank order is lowered as a result of role analysis and whose level of pay can no longer be justified in comparison to the current market.

For the employer, buying out protections simplifies salary management and it means that dealing with what may be a difficult situation happens at one time rather than deferring the question of how to reduce pay levels until the end of the earnings protection period. There is a danger of this creeping up on both the employer and employee unless the whole process, including the final stages, has been thought through fully and included as part of the overall policy.

The benefit to the employees directly affected by the reduction in their role's grade is that the offer of a lump sum is up front but personal circumstances will affect how it is received. The individuals concerned may not see it as an attractive proposition. Moreover, staff not directly affected may see the offer as continuing to advantage people who may have received higher than justified levels of pay for some time, as the whole purpose of the exercise is to address previous inequalities. It needs to be made clear, that the point of the action is to establish relativities based on role analysis now; not to redress historical inequalities.

Redundancy

Some organisations view the reduction in grade of a role as a fundamental change that, in effect, removes the role from the establishment and creates a new role at a lower grade. Technically this makes the original role redundant. Many organisations accept that, if an employee's role is removed, a practical way of avoiding the termination of the occupants' employment is to offer them suitable alternative employment. Redeployment is widely used and an appropriate way of responding to organisational change and avoiding job loss.

What is deemed as a suitable, alternative role can be a vexed question. It can be defined as one with broadly the same purpose or remit as the role currently occupied and at the level of pay currently received by the individual affected by the change. The question of location and hours of work can also affect the suitability of an alternative role.

If the employee refuses the offer of a suitable, alternative role, the employer may conclude the individual has decided remove their right to earnings protection and in extreme circumstances could deem that the individual has, in effect, made them self redundant.

WIDER IMPACTS OF ROLE CHANGE

People identify very closely with the work role they occupy. Our societal structures are built around role. This can be seen in social situations when one of the first things we want to know when we meet a person for the first time is what they do for a living. Social status is ascribed to work roles and our status heavily influences our self-esteem. Therefore, in addition to affecting salary and financial arrangements, changing role, role title and status can have far deeper impact on an individual. While some of these may be personal matters for the individual to deal with, a responsible employer will take them into account when developing its policy for dealing with the need to provide earnings protection to staff adversely affected by changes to pay and grading and organisational structures. It will also ensure that managers are aware of the potential impact on factors such as levels of productivity, motivation and mood.

In addition to the impact on an individual's sense of self identify, financial well-being and social position, the impact of a change in role and its grade can affect the individual's relationships and status in the organisation. For example, because of changes to the role's status, an individual may lose the right to attend certain meetings, receive information or be excluded from decisions. There may be trappings associated with the grade previously held, such as car parking privileges, the right to have a single office and as well other aspects of the reward package, such as pension entitlements. Consequently, in addition to potentially losing money, the individual could be faced with the loss of influence and kudos.

We tend to develop social relationships and friendships around our work. Alterations to an individual's position in the organisational hierarchy can also have an impact on these. The individual may be uncertain about his or her status and other people may share this uncertainty. The ambiguity thus created could taint the relationships and erode the friendships.

Individual reactions

There is a range of possible reactions that may be seen when people are given news about how they are going to be adversely affected because of organisational decisions to which they have not been party and are not able to influence. These may include:

- expressing anger, such as making verbal attacks on staff involved in the decision or associated processes
- expressing their sense of injustice and outrage vocally in public
- demonstrating inappropriate behaviours (such as posting blogs or sending letters to outsiders, such as the local press or MP)
- raising formal complaints or commencing litigation
- becoming demotivated and morose
- not attending work
- reducing their levels of productivity and care
- suffering depression and other types of ill health
- resigning (possibly leading to the loss of organisational knowledge or critical skills)

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Since many of these reactions are highly predictable, planning ways of dealing with them should they arise is a sensible course of action. There are a number of actions a reasonable employer can take to help staff come to terms with adverse effects of organisational change. The most common immediate question is “What does this mean to me?” Staff deserve a clear and precise answer.

The type of actions that can be taken to provide specific and more general information will depend on the number of staff affected by the changes and can include:

- Holding road shows or clinics to provide information verbally and answer immediate questions.
- Providing good quality information in a written form as back-up to the road shows and to help those who do not want to ask questions in a semi-public forum. This could possibly lead to the inclusion of worked examples or answers to frequently asked questions.
- Encouraging staff to talk to an appropriate person about what has happened to them and their feelings. This person could be the manager, their Trade Union representative or a named other. The HR Manager will also have a part to play. Everyone who may be involved will need to be briefed and prepared so they are able to respond appropriately and provide accurate information. It may also be worth having a second line of support available, in case the member of staff requires detailed, technical information.
- Providing specialist support to those whose reaction to the news has been more extreme. This could include access to counselling support or financial advice. This may seem excessive at first sight but there have been cases where the news of being down graded has coincided with other significant events in an individual's life and the cumulative effect has been significant. Recognising the likelihood of this happening and having routes open to the appropriate assistance could fall into the employer's overall approach to providing an employee assistance service. This may have implications on that service, depending on the number of people needing support and advice.

Impact on other role holders

No matter how much care is taken, there is a good chance that confidential information will leak into the organisation. This may occur for no other reason than the people directly involved will tell their colleagues and friends about what has happened to them. Moreover, information about roles inevitably will come into the public domain. This information is not confidential; only information about individuals' pay falls into this category.

Information about roles, including their grade, can be found in a number of valid places, including vacancy advertisements, establishment lists and information provided to Trade Unions to help them with their collective bargaining duties. Some of the actions taken to remove the protection of earnings will be visible. It is not possible to conceal redeployment exercises or allocating individuals special tasks so their level of responsibility increases in size. Other leaks occur because people make mistakes. They may not be aware of the sensitivity of some information or they simply, if carelessly, forget that the information is confidential.

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All possible care should be taken to ensure that information about earnings protection arrangements, as they apply to an individual, should remain confidential but a wise employer will anticipate leaks in the system and consider the reaction of other people to the news. It is not unknown for friends and colleagues to react more strongly, at least at the outset, than the individuals directly affected.

These reactions may or may not be appropriate but the following could reasonably be anticipated in support of those subjected to earnings protection:

- public expressions of outrage and anger, e.g. through emails, comments on blogs, letters to the local paper, complaints to MPs and the like
- recourse to collective action, usually through the trade unions, demanding withdrawal of the arrangements and restoration of previous grades
- unofficial action such as the refusal to participate in related activities such as appraisal meetings.

There may also be the opposite reaction if the earnings protection arrangements are seen as continuing an unfair situation. Earnings protection arrangements are provided to those individuals whose roles have been down graded. While the role moves to the new grade, the individual's level of pay is protected, on transitional arrangements, at or near its previous level.

Members of staff occupying roles in the same grade could also see the arrangements as causing them other forms of disadvantage:

- They may feel that, by allowing the individual adversely affected, to take on additional responsibilities so their role may be grown back to its previous level, could serve to deny them access to development opportunities and inhibit their career advancement.
- Moving individuals into roles at the same grade as their protected earnings may be seen as removing the promotional prospects of other members of staff.
- Using the need for market supplements as a reason for protecting earnings at a higher level may be seen as a fudge unless supportive and valid information is available and the grounds for so doing are transparent.

CONCLUSIONS

The keys actions needed to underpin the development of a successful earnings protection policy are:

- Make sure the arrangements are genuinely transitional
- Work closely with the trade unions to build partnership working and the full engagement of staff
- Communicate the need for the policy and its practical implications to all members of staff
- Build ways of reviewing the arrangements during the period of earnings protection to ensure the desired end result will be achieved
- Anticipate the likely reactions from those directly affected and others and plan suitable responses to deal with them in a positive way
- Make special support facilities available for those whose reactions are extreme
- Make proper preparations for the end of the earnings protection period.

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