



# Consultancy Support for Equal Pay Reviews in Higher Education Institutions

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# Consultancy Support for Equal Pay Reviews in Higher Education Institutions

## 1. Our Understanding of Your Requirements

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Equal pay audits can seem daunting and demanding for institutions facing diverse pressures and heavy workloads. The guidance on conducting Equal Pay Reviews published by the JNC for Higher Education Staff outlines what each institution will need to do to establish whether they have any pay inequities, understand the factors creating inequities identified and their causes, and determine how to deal with those that cannot be justified. The question is how to go about it?

Doing this for the first time presents many challenges. Our objective is to help you accelerate through that learning curve to complete a first review that will enable you:

- to understand where your institution is now;
- put in place action to address any issues identified, and
- prepare you to conduct further reviews in the future.

## 2. Why Beamans?

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The company was formed in 1995 as an independent consultancy to support government bodies in developing their own pay and grading arrangements. At the heart of our work lies our deep knowledge and experience of using the civil service job evaluation methodology (known as JEGS), which is widely used across centrally sponsored research institutions, agencies and NDPBs, as well as central government departments and agencies. JEGS is licensed by Towers Perrin and utilises the same basic software as that used in the higher education sector's system, HERA.

Consequently, we have considerable experience of performance and reward in the public sector. Equal pay for work of equal value has always been a driver in this sector and a core consideration for us when designing systems or advising our clients. In recent years the emphasis on equal pay issues has grown and we have worked closely with bodies to provide services ranging from an independent audit of their pay arrangements through to supporting organisations responding to legal challenges. Increasingly, we find ourselves working "forensically", when claims have been lodged with an Employment Tribunal.

We are able to bring all this experience to bear when we work with our clients to ensure that their pay arrangements are transparent and equitable to all employees. We always prefer to help you "get it right" at the outset than help you put things right later.

## 3. Our rates

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We offer a discounted rate to higher education institutions of £790 per consulting day (eight hours).

## 4. What's involved?

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Underpinning an equal pay review is the need to establish who is doing equal work. You have an established and accepted methodology to determine this – HERA – and as such you will be well positioned to judge whether it has been implemented effectively, in other words defensibly, within your institution. This puts you in the position of focussing on the pay of people at each grade or level you have created.

So, what do you need to consider to get your equal pay audit off the ground?

### Scoping

There is a minimum legal requirement at one extreme (gender) and an expectation derived from policy commitments at the other. How far is your institution ready to go? Key issues typically include:

- the data available - age and gender are usually consistently and reliably recorded; information on race and disability may be incomplete; none may yet be held on a person's religion or belief or sexual orientation;
- capacity to deal with an audit and its findings – would a phased approach be more manageable?
- urgency – are there known issues in specific areas that should be given priority? Have other HR systems highlighted areas of concern?
- momentum – would success in one area provide a stimulus in others?

### Data

It is common for the data required to be held in more than one system. Typical issues include:

- ease of data extraction;
- variety of sources – what needs to be done to make the data compatible?
- readiness for use – how much work is required to “normalise” the data?
- quality – is the data complete and accurate?

### Analysis

There are two parts to this. Review of policies and procedures and data analysis - or “number-crunching”. Outputs from the data analysis include:

- the size of any pay gaps identified for total pay, and for each element of pay, for each equality group, broken own by grade/band or level (ie for jobs of equal value), and overall;
- the frequency and value of benefits received by the various groups;
- tables, charts and graphs to enable patterns to be identified and to provide the basis for further analysis.

### Diagnosis

This stage is all about understanding what lies behind the findings so that you can decide what remedial action might be needed. It, therefore, brings together all the information gathered about policies and how they are implemented with the data analysis to ascertain the causal factors. This might call for further analysis to drill down into the data to establish, for example, the extent to which gender, age or other factors may be the cause of a particular pay gap. The checklists contained within the Guidance offer key prompts to help you through this stage.

## 5. Our Approach

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We adopt a project management approach when working with any client. This:

- ensures clarity about what will be done, by whom, by when;
- enables the client to keep control of the outputs, quality, cost and timescales;
- enables us to provide a value for money service and the satisfaction of meeting clients' needs.

Typically, the analysis of pay data, covering all elements of pay in respect of gender, race, disability, age and hours of work, requires 8 - 10 consultancy days. This varies depending on the number of different grades or levels within the workforce and the amount of work we need to do with, or for, you to set up the data. At the outset we would sit down with you to clarify what's needed and plan accordingly, producing a plan along the lines set out overleaf.

Whilst there is a basic core offering that most of our clients choose to take, we know that most clients have specific issues or needs that they would like us to address. We are always happy to tailor our services to meet your needs, building in additional support at any stage from scoping through to action planning.

If you would like a conversation about how Beamans might help you, please call Jane Lonsdale on 07988 684854, or email [jane.lonsdale@beamans.co.uk](mailto:jane.lonsdale@beamans.co.uk). For further information about Beamans, please go to: [www.beamans.co.uk](http://www.beamans.co.uk).

### Our Accreditations



Over the last few years, Beamans has gained formal recognition in a number of areas:

- We are a **SFIA Accredited Partner** - SFIA (Skills Framework for the Information Age) enables the measurement and benchmarking of an organisation's collective ICT skills and its processes for managing and developing these;
- Beamans has been **awarded ISO 9001** certification after an assessment by an independent body. This certification has been achieved by around 5% of UK businesses and gives our customers and potential customers an assurance about our commitment to quality and customer needs;
- Beamans has also been **awarded ISO 14001** certification, after an assessment by an independent body. We sought certification to help us understand how our business is impacting on the environment as well as being assured that Beamans is complying with environmental legislation.
- We have been recognised as an **Investor in People** which expresses our formal commitment to achieving success through developing and valuing our people.

We are an **Institute of Business Consulting Recognised Practice** which means that individual consultants are members of IBC and Beamans ensures that all of their work is carried out to the IBC Professional Code and Ethical Guidelines.

## Typical Outline Project Plan

Equal Pay Audit (Pay)	
Project Stage	Activity
<b>Phase 1</b>	
<b>Project set up</b>	<ul style="list-style-type: none"> <li>Define and agree roles and responsibilities</li> <li>Clarify review goals</li> <li>Clarify data requirement</li> <li>Client provides background information, and all relevant documentation covering policy, procedures and guidance relating to pay and performance</li> <li>Agree the exact elements of reward and performance to be analysed</li> <li>Client sign-off</li> </ul>
<b>Phase 2</b>	
<b>Stage 1: Data gathering and preparation</b>	<ul style="list-style-type: none"> <li>Client institute provides agreed data</li> <li>Review data quality, and flag any issues/problems with client</li> <li>Client provides or corrects any missing or inaccurate data</li> <li>Prepare the data for analysis</li> </ul>
<b>Stage 2: Data Analysis</b>	<ul style="list-style-type: none"> <li>Analysis of performance data</li> <li>Analysis of data against agreed equality dimensions within workforce groups for each pay element</li> </ul>
<b>Stage 3: Reporting</b>	<ul style="list-style-type: none"> <li>Prepare and deliver findings report</li> <li>Client sign-off</li> </ul>
<b>Phase 3</b>	
<b>Stage 1: Diagnosis</b>	<ul style="list-style-type: none"> <li>Review of analysis, relevant policies, procedures and practices</li> <li>Further data analysis to identify key factors</li> <li>Report findings</li> <li>Client sign-off</li> </ul>
<b>Stage 2: Action planning</b>	<ul style="list-style-type: none"> <li>Develop action plan(s) in consultation with stakeholders</li> <li>Agreed action plan(s)</li> </ul>
<b>Ongoing Project Management and Communication Support</b>	<ul style="list-style-type: none"> <li>Ongoing project management; attendance at meetings with the Project Manager and Team to discuss project progress; ad-hoc communication advice and support</li> </ul>