



Glasgow City Council
City Administration Committee

Item 4

7th March 2019

Report by Councillor Michelle Ferns, City Convener for
Workforce

Contact: Robert Anderson, Head of HR Ext: 75719

**WORKFORCE PAY & GRADING MODEL
PROPOSED JOB EVALUATION STRUCTURE**

Purpose of Report:

To update the CAC on the development of the Job Evaluation Structure that will be needed to support the implementation of the SJC Job Evaluation Scheme.

Recommendations:

The CAC is asked to approve the arrangements for the implementation of the SJC Job Evaluation Scheme 3rd Edition as detailed in this report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No

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1 Introduction

- 1.1. At its meeting on 11th October 2018, the Council Administration Committee approved the selection of the SJC Job Evaluation Scheme 3rd Edition and instructed that a further report be prepared detailing how that scheme might be implemented across the Council Family as the replacement for the current WPBR Scheme.
- 1.2. The successful implementation of a Job Evaluation Scheme is dependent on sufficient resources being devoted to its implementation. This is particularly so given the commitment to bring on-going equal pay liability to an end by April 2021. Another key success factor is the principles that will apply and which will govern the implementation of the new scheme.
- 1.3. The report highlights the need for an appropriate budget for accommodation and technology to support the implementation of the project. The report also sets out the timeline, communications plan and the requirement for interim grading arrangements that will need to be undertaken until such time as the full implementation of the SJC Job Evaluation Scheme is achieved.

2 Principles

- 2.1 Members will be aware that a small group consisting of officers and Trade Union representatives was formed as the Job Evaluation Working Group (JEWG). It recommended that the Council selects the SJC Job Evaluation Scheme. It has been continuing work to produce the plan detailed within this report. This joint working is consistent with the SJC advice that given “the work undertaken at national level has benefited from the involvement of the Trade Unions, it is expected that individual councils will find a similarly inclusive or participative approach beneficial in applying and implementing the scheme locally”. It is, therefore, proposed that the implementation of the scheme is undertaken in partnership with the Trade Unions and with their full participation.
- 2.2 The Council’s objective in implementing the SJC Job Evaluation Scheme is to secure a pay and grading system for employees that is free from any inequality or bias in terms of gender but, equally importantly, in terms of the other 5 protected characteristics of race, sexuality, religious belief, age and disability. Equality will be at the centre of the implementation and the required training for those involved in its delivery will include the principles of equality and the concept of equal pay for work of equal value. Monitoring mechanisms will be put in place to ensure that the results of evaluations and appeals do not suggest any evidence of bias within the scheme or the way in which it is implemented. Monitoring will take place after the evaluation of the benchmark jobs, before implementation of the results and on an on-going basis, post implementation to ensure continued consistency and fairness.
- 2.3 The credibility of the scheme and its acceptance by employees is dependent on its implementation being, and being seen to be, inclusive, open and transparent. This underlines the importance of an effective communications

plan that not only explains the scheme and its manner of implementation, but regularly updates employees on its progress and results.

2.4 The SJC Job Evaluation Practice Manual lists a number of principles of good job evaluation practice which should guide and govern the implementation process:

- Evaluate jobs not people – evaluation is of the content of a job and not of the abilities or performance of the individual jobholder.
- Assume acceptable performance of the job – the evaluation process assumes that the job is being performed to competent standards by a fully trained and experienced individual.
- Evaluate jobs as they are now – the evaluation should be based on job facts as it is undertaken at the current time, rather than how the job was done previously or might be done in the future.
- Evaluate actual job content, not perceptions – the focus is on actual job content rather than assumptions or perceptions of the job, and does not consider desired level of pay, perceived importance, or issues of status sought or previously assigned.

2.5 The scheme will cover all employees who were previously graded on the basis of WPBR or are now in departments who currently apply WPBR. The only exception to this is the Chief Executive whose level of remuneration is set at a national level.

2.6 The job evaluation scheme does not produce a pay and grading system. This is a related but separate piece of work. The implementation of the job evaluation scheme will produce only a ranked order of jobs. Separately from that, work will need to be completed in designing a new pay and grading system for the Council.

3. The SJC Job Evaluation Scheme

3.1 There are, essentially, six steps within the process that will deliver the SJC Job Evaluation Scheme for the Council:

- Identify and categorise discrete jobs. Before job evaluation can take place the number of discrete jobs to be evaluated needs to be ascertained. In doing so, jobs are placed into three categories. A benchmark job is a representative sample of jobs used for evaluation purposes to develop the new structures to be applied to all jobs. A generic job covers a number of jobholders who do broadly similar work and can be covered by a single evaluation. Unique jobs all need to be evaluated separately.
- Gather information from jobholders. The quality of information gathered about jobs is an essential part of the job evaluation process. The preferred method involves a combination of a computerised question stream and discussions with a Job Analyst. A piece of software – the

COSLA Gauge Evaluator – is available to be used by two Job Analysts, one of whom would have been involved in gathering information from the postholder. Input to the system generates the Job Overview Document (JOD).

- Evaluation of jobs. The evaluation process itself should not be undertaken by a sole Job Analyst, but by at least two analysts and following a process of discussion, if necessary involving a Senior Analyst. The SJC Job Evaluation Scheme places particular emphasis on the involvement of Job Analysts nominated by the Trade Unions.
- Rank order of jobs. The evaluation process creates a rank order of jobs which essentially completes the job evaluation process.

3.2 Job Evaluation is not an end in itself and needs to relate to a pay and grading system which defines the pay points (grades) and attaches a value to them. As noted above this is a separate process to job evaluation, however, it needs to be undertaken, completed and agreed before employees can be advised of the individual outcomes of the process.

3.3 The above process is to be completed by April 2021 and will produce a new pay and grading system for the Council, covering every employee and based on a job evaluation system that measures the value of each job in comparison with all other jobs in the total job population. An appeal process then needs to be put into place to allow individual employees to challenge the outcome of the process.

4 Implementation Plan

4.1 As can be seen from the above section, job evaluation involves a number of phases. The proposed implementation plan is predicated on these phases. At a very high level it is composed of three phases:-

- Phase 1 from April 2019 to March 2021. A Council wide job evaluation process will take place to produce a rank order of all jobs and implement the necessary changes to payroll.
- Phase 2 from April 2021 to March 2022. The appeal process will be undertaken dealing with the appeals generated as a result of phase 1 but also reviewing any posts created through service reform which were not evaluated in phase 1.
- Phase 3 – ongoing from April 2021. A process is required to evaluate all positions created by service reform, job redesign and grading appeals.

4.2 Before the actual process of evaluation can take place at phase 1, a number of preliminary actions need to be completed. In technical terms the team will need to identify and categorise discrete jobs, identify the benchmark jobs and then evaluate these. In practical terms the team needs to be created and accommodated.

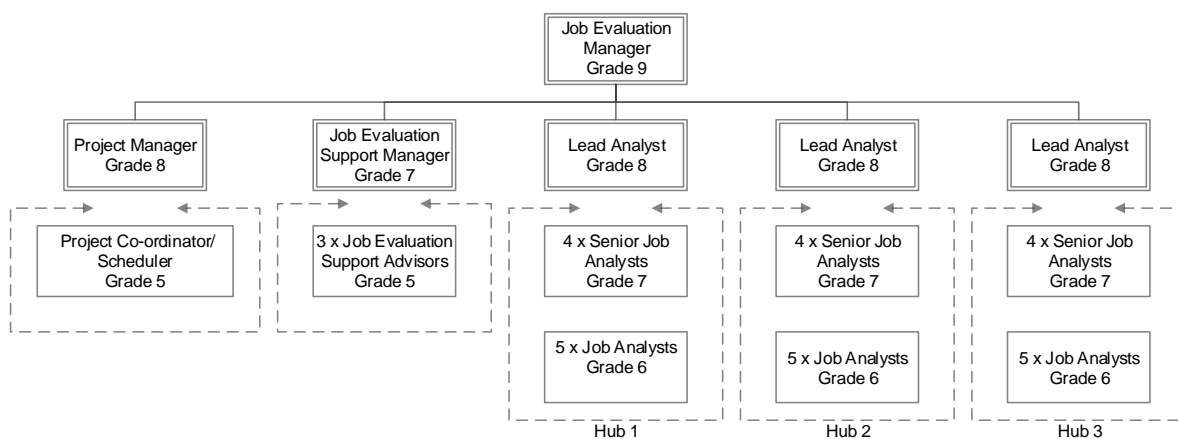
- 4.3 As noted above the process is separate from, but cannot be divorced from, the creation of a new pay and grading system. This will be the subject of a future report to CAC.
- 4.4 Implementation by April 2021 is ambitious. It is driven by a requirement on the part of the Council to limit the on-going liability of equal pay. No council has delivered implementation of the SJC Job Evaluation Scheme in such a tight timeframe. Success in achieving this can only be delivered by a properly resourced, dedicated job evaluation team.
- 4.5 A small team has been created within Corporate HR to act as the nucleus of the new job evaluation team and to initiate preliminary work. On approval by CAC this team will start to be augmented so that the following elements of the plan can commence.
- March/April 2019 – Creation of the new Job Evaluation Team. Initial consideration of categorisation exercise. Initial training plan organised. Accommodation requirements delivered. Technology requirements delivered. Governance structure created.
 - April - June 2019 – Identification and categorisation of discrete jobs completed. Team recruitment completed. Evaluation of benchmark jobs commenced.
 - July 2019 to end of December 2020 – Job Evaluation exercise commences, including moderation and review of outputs (final equality compliant checks) and development of employee personal statements.
 - December 2020 – Outcomes to employees.
 - April 2021– March 2022 – Appeal process.
- 4.6 As can be seen from the above timeline, the parallel process of Pay Modelling to create the new pay and grading structure, the modelling of associated terms and conditions and the SAP development work would need to commence around October 2019 in order to deliver their outputs within the overall timeline available for the exercise.

5 Resources

- 5.1 There is a requirement for a dedicated, full-time resource to be devoted to delivery of this major project within the required timescale. Consistent with the approach recommended by the SJC, the job evaluation team will include Job Analysts nominated by the Trade Unions. It is proposed that the analyst teams themselves are drawn roughly on a 50:50 basis between Trade Union nominations and Council appointments.
- 5.2 Within that approximate 50:50 split it is proposed that the team is made up of a third from existing HR resources across the Council family, a third from TU nominations and a third recruited externally. Trade Union nominations addresses the commitment to Trade Union partnership working and transparency in approach. However, no-one in the Council (as far as it is known)

has any experience of SJC Job Evaluation Scheme implementation and no-one has been involved in the implementation of any scheme for at least 13 years. In the other councils there is significant experience of the implementation of the SJC Job Evaluation Scheme. It is sensible for the Council to seek to benefit from this experience.

- 5.3 Discussions have already taken place with some councils to understand the structures they put in place to deliver the SJC Job Evaluation Scheme. The scale of complexity of Glasgow City Council and the requirement to deliver within 2 years has also been considered. In any project of considerable size and scope, project management and administrative resources are required. Whilst it will need to be kept under review, the following structure is suggested:



- 5.4 As part of the considerations, for the above structure, any backfilling requirements will be individually assessed. The actual numbers of resources that might be filled internally, as well as the number of Trade Union nominations that may be required to be backfilled is unknown at this point.

- 5.5 It should be noted that at the end of the exercise a small team will be retained to ensure continued consistency and fairness as Council structures and the jobs within them evolve over time.

- 5.6 In addition, the team will require appropriate IT systems and hardware and accommodation. Discussions are underway with the Council's IT provider and the Property and Land Services Team and these will need to be budgeted for.

6. Training

- 6.1 At this early stage of the project, a number of key stakeholders have been identified that will require to be trained in a range of areas associated with the project. For example, the Job Evaluation Manager and Job Evaluation Analysts will require full training in the SJC Job Evaluation Scheme, the job evaluation software tool and equalities training.

6.2 Other stakeholders such as the Trade Unions, HR Management and Community, Heads of Service and key department managers, the City Convener for Workforce and the City Convener for Equalities and Human Rights, as well as elected members will all require an overview of the SJC Job evaluation process.

7 Communication Plan

7.1 Discussions have commenced with the Chief Executive's Corporate Communications team on the need for a communication plan to be drawn up that will cover a range of key issues associated with the implementation of the SJC Job Evaluation Scheme. Visibility will be a key component of the successful implementation of the scheme and the development of a page on our connect site will be a key priority for Corporate Communications ensuring that relevant and timeous updates are accessible by all employees, stakeholders and elected members.

7.2 The SJC Job Evaluation Scheme will have its own "Glasgow" identity that will become instantly recognisable as part of the evaluation process.

8 Interim Grading Arrangements

8.1 At the City Administration Committee on 11 October 2018, it was agreed that the Council would adopt the SJC Job Evaluation Scheme. Consequently, there now needs to be interim grading arrangements in place to support the ongoing development of resourcing requirements within the Council.

8.2 In support of this, with effect from 1st April 2019 for all potential changes to grades, the job evaluation team will take responsibility for holding a central register for workforce grading requests for all positions requiring a full job evaluation under the SJC Job Evaluation Scheme.

8.3 Submissions for an interim grading arrangement will have to be able to demonstrate either:-

- significant change in a position
- significant change in a group of positions
- be part of a Service Reform that impacts significantly on a position or positions
- creation of a new position

- 8.4 Given that the current WPBR system is still in operation, but also that it is to be replaced, a two-step process will be required. Initially, all grading submissions will be assessed under the WPBR arrangements, which in turn will determine the remuneration for these in the intervening period. The second step in this process will require the position(s) to be ultimately assessed against the SJC Job Evaluation Scheme, using a relevant benchmark job and where appropriate the full assessment process, which will be in line with the full timetable for the job evaluation exercise. The second step in this process will generate a generic Job Overview Document.

9 Governance Structure

- 9.1 A Project Manager will be responsible for ensuring the progress of the implementation plan by the job evaluation team. A Job Evaluation Steering Group and Job Evaluation Project Delivery Board will be required to ensure robust governance arrangements are in place. This will include the following:
- Strategic Direction
 - Developing and Reviewing Proposals
 - Planning and Reporting
 - Activity and Resource Management
 - Risk and Issue Management
 - Delivery of Project Changes
 - Achievement of Project proposals
 - Escalation of Risks and Issues
- 9.2 Consistent with Council governance arrangements, the governance process will involve two bodies – the Job Evaluation Project Delivery Board and the Steering Group. The Job Evaluation Project Delivery Board will be responsible for the operational delivery of the exercise and will involve Trade Union representation. The Steering Group will have a more strategic view of exercise progress.
- 9.3 The Job Evaluation Project Delivery Board will be concerned with the implementation of the job evaluation exercise, while the Steering Group will also have a concern for the development of the new pay and grading system.
- 9.4 The Trade Unions have raised the issue of a lessons learned exercise being conducted to inform the job evaluation exercise as it progresses. One important lesson from the WPBR experience is that best practice would include a requirement for political oversight of the process. The concept of cross party groups has worked well providing political governance and facilitating progress in a number of HR related issues but particularly regarding the progress of the Equal Pay settlement negotiations. It is, therefore, proposed that a cross party group be established as a sub group of the Council's Workforce Board and chaired by Cllr Ferns with a membership drawn from the Elected Members who currently attend the Board.

10 Policy and Resource Implications

Resource Implications:

Financial: Funding for the resources required to implement the scheme will be notified to future CAC.

Legal: No legal implications.

Personnel: While the implementation of a job evaluation scheme has no personnel implications its link to a new pay and grading system has the potential to impact upon the level of remuneration of every Council employee.

Procurement:

Council Strategic Plan: Specify which theme(s) and outcome(s) the proposal supports

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 Yes, implementation of job evaluation is essential in tackling gender inequality in pay.

What are the potential equality impacts as a result of this report? The positive impact of ensuring that pay within the Council is free from any bias.

Please highlight if the policy/proposal will help address socio economic disadvantage.

Sustainability Impacts:

Environmental: None.

Social, including Article 19 opportunities: None.

Economic: None.

Privacy and Data Protection impacts: Advice from legal in relation to GDPR and how to evidence this will be required.

11 Recommendations

The CAC is asked to approve the arrangements for the implementation of the SJC Job Evaluation Scheme 3rd Edition as detailed in this report.