Title of the Audit: Chief Executive's Department – Job Evaluation Project Management

1.   Introduction

1.1   As part of the agreed Internal Audit plan we have carried out a review of the arrangements in place for management and governance of the Job Evaluation project.

1.2   The Council, in partnership with trades unions, has committed to implementing a new pay and grading scheme. Job evaluation provides the route to creating the evaluated rank order of jobs. The ranking will then support the work to design a new pay and grading scheme, which will be a separate project. A Job Evaluation Team has been established to conduct interviews with staff and determine the rank order of jobs.

1.3   The Job Evaluation project is being performed based on the guidance set out in the chosen methodology, which is The Scottish Joint Council (SJC) Job Evaluation Scheme 3rd Edition.

1.4   The purpose of the audit was to gain assurance that adequate arrangements are in place for the effective management and governance of the project. The audit also sought to obtain assurance that the project is being performed in accordance with the chosen job evaluation methodology. The scope of the audit included a review of:

- Project plans and business cases;
- The project governance structure, including the roles and responsibilities of all officers involved;
- Whether job evaluations and the subsequent rank order of jobs are subject to segregation of duties;
- Project risk and issue management arrangements;

- Arrangements for monitoring and reporting of project progress to key stakeholders;
- The training provided to Job Analysts to ensure that they can effectively perform their role in the project as well as training provided on the use of systems and software required to be used in the course of the project;
- The appraisal of Job Evaluation methodologies which resulted in selection of the methodology the Council has chosen, and
- Business continuity plans.

1.5   The project has been impacted considerably by the outbreak of the pandemic and the resulting effect on working arrangements to undertake key tasks, and is delayed by approximately 11 months.

2.   Audit Opinion

2.1   Based on the work carried out a reasonable level of assurance can be placed upon the control environment. The audit has identified scope for improvement in existing arrangements and three recommendations which management should address.

3.   Main Findings

3.1   We are pleased to report that there are a number of areas where key controls are in place and are generally operating effectively:

- The Project Business Case justifies the rationale for the project being undertaken and sets out the approach to be

COMMITTEE SUMMARY

Title of the Audit: Chief Executive's Department – Job Evaluation Project Management

taken in order to achieve the required outcomes.

- An Operational Steering Group (OSG) has been established, in line with the SJC scheme, and has appropriate membership in order to provide governance to deliver the SJC Job Evaluation Scheme.
- Appropriate consideration has been given when assigning project roles and responsibilities in order to avoid conflict of interests which could occur due to the Job Evaluation project being linked to two other projects (Equal Pay and Pay and Grading Structure).
- A quality assurance process has been developed to enable fair and consistent scrutiny of the outcomes of all job interviews.
- The process in place whereby job-holders and their line manager sign off on Job Overview Documents enhances the transparency of outcomes to all employees involved in the process.
- Job Analysts have received the required level of training to enable them to conduct their role in the project effectively.
- The Gauge evaluator software system provides a platform to carry out job evaluation interviews and generates outputs for use by the project team.
- Various Job Evaluation Methodologies were subject to an appraisal process, prior to final selection of the SJC 3rd Edition Job Evaluation methodology.

3.2 However we noted areas where there is scope for improvement, including:
- Arrangements for project monitoring and reporting could be enhanced if the Project Status Report guidance set out in the GCC Project Management Toolkit were utilised.
- Greater assurance could be taken over the effectiveness

of the project risk management arrangements if the risk register was updated to fully reflect the guidance set out in the GCC Risk Management Policy and Framework.
- A review of business continuity arrangements in light of the impact of Covid-19 has yet to be undertaken specifically for the project.

3.3 An action plan is provided at section five outlining our observations, risks and recommendations. We have made three recommendations for improvement which management should consider. The priority of each recommendation is:

Priority	Definition	Total
High	Key controls absent, not being operated as designed or could be improved. Urgent attention required.	0
Medium	Less critically important controls absent, not being operated as designed or could be improved.	1
Low	Lower level controls absent, not being operated as designed or could be improved.	2
Service Improvement	Opportunities for business improvement and/or efficiencies have been identified.	0

3.4 The audit has been undertaken in accordance with the Public Sector Internal Audit Standards.

GLASGOW CITY COUNCIL INTERNAL AUDIT SECTION

COMMITTEE SUMMARY

Title of the Audit: Chief Executive's Department – Job Evaluation Project Management

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: Risk and issue management arrangements have been established from the outset and are subject to regular review and update.					
1	The project largely adheres to the risk management arrangements set out in the GCC Project Management Toolkit and Risk Management Policy and Framework, and we were advised that the risk register is regularly reviewed. However, improvements could be made which would enhance the level of assurance that risks affecting the Job Evaluation project are being managed effectively. The GCC Risk Management Policy and Framework states the format and headings which all Council Risk Registers must adopt. The project risk register does not include the following key elements: • Risk treatment approach (4Ts - treat, tolerate, transfer or terminate); • Planned next steps and future actions; and • Date of next review. The omission of some fields from the template increases the likelihood that the team cannot demonstrate that risks are being effectively documented, reviewed and addressed.	The risk register format should be updated to more accurately reflect the headings detailed in the GCC Risk Management Policy and Framework by inclusion of the following: • Risk treatment approach (4Ts); • Planned next steps and future actions; and • Date of next review.	**Low**	**Response:** To enhance the level of assurance, the risk register format will be updated to reflect the headings detailed: • Risk treatment approach (4Ts). • Planned next steps and future actions. • Date of next review. **Officer Responsible for Implementation:** Project Manager and Job Evaluation Manager **Timescale for Implementation:** 31 May 2021

GLASGOW CITY COUNCIL INTERNAL AUDIT SECTION

COMMITTEE SUMMARY

Title of the Audit: Chief Executive's Department – Job Evaluation Project Management

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: Effective and proportionate project governance arrangements have been applied to the project to ensure progress is monitored and reported at appropriate levels.				
2	Currently arrangements in place for monitoring and reporting project progress are: - Regular verbal updates to senior officers; - Ad hoc reports of current project issues to the OSG; - Monthly "Leader's Digest" updates which will commence in March 2021, and - Stats Reports which summarise interview capacity, the number of interviews that have taken place, rescheduled and the number of employees withdrawn from interviews. These will be presented to the Workforce Planning Board once all interviews in cohort 1 are complete. The areas currently reported on are useful but greater assurance could be placed on the project governance arrangements if updates were made using a consistent and comparable template such as the Project Status Report (PSR) format set out in the GCC Project Management Toolkit. When used on a regular basis, the PSR provides a comparable record of project monitoring and management information and is a key tool in ensuring all relevant stakeholders receive regular, scheduled updates on projects across a number of key monitoring areas. It can provide an early indication of potential problems with project delivery, through updates including:	The project monitoring and reporting templates set out in the GCC project management toolkit should be applied to the Job Evaluation project, and used when providing update reports to senior officers responsible for project governance and delivery.	Medium	**Response:** The current arrangements are useful and relevant in terms of reporting the key elements of this project. Going forward, the project governance arrangements will include the PSR format to capture the key monitoring areas that are applicable for this project. **Officer Responsible for Implementation:** Project Manager and Job Evaluation Manager **Timescale for Implementation:** 31 May 2021

Title of the Audit: Chief Executive's Department – Job Evaluation Project Management

	• Overall Red / Amber / Green status; • Progress and key milestones; • Milestones achieved in the period and upcoming key activities in the next period; • Key project risks and proposed mitigating actions; • Key project issues and proposed actions for resolution; and • Any other relevant information for example contract claims, key project interdependencies and change control. There is a risk that the current documented monitoring and reporting arrangements do not capture all key elements of the project, to ensure that the progress of the project can be scrutinised by stakeholders in a consistent and comparable manner.			

GLASGOW CITY COUNCIL INTERNAL AUDIT SECTION

COMMITTEE SUMMARY

Title of the Audit: Chief Executive's Department – Job Evaluation Project Management

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: Contingency plans and business continuity arrangements are in place in the event of any unforeseen circumstances which may delay the job evaluations and agreement of a rank order of jobs.				
3	The project progress has suffered significant delays as a result of the Covid-19 pandemic and the resulting home working arrangements and the lack of access to the required IT resources during the first eight months to perform job interviews remotely. Members of the Job Evaluation Team were also deployed to other Council Services as part of the Council's initial response to the pandemic. A re-engagement plan outlining how the project will move forward following the disruption by the pandemic was recently presented to the OSG, although not in the format of a business continuity plan. Whilst it is understandable that contingencies and business continuity arrangements in place did not mitigate the impacts of an incident of the scale and nature of the pandemic, there is still a risk that any further unforeseen circumstances which arise could impact the project progress.	The Job Evaluation Team should consider lessons learned from the impact of the pandemic on business continuity and the resulting project delays, and develop revised business continuity plans in line with the GCC Business Continuity Management Policy and Framework.	**Low**	**Response:** Management will consider lessons learned to mitigate the impact for any further unforeseen circumstances. This will be in a format of a business continuity plan. **Officer Responsible for Implementation:** Job Evaluation Manager and Senior Strategic Human Resources Manager **Timescale for Implementation:** 31 May 2021