



Glasgow City Council

**Wellbeing, Equalities, Communities, Culture
and Engagement City Policy Committee**

Report by Chief Executive

Item 3

25th May 2023

Contact: Alan Taylor Ext: 07788 568028

Job Evaluation Progress Report

Purpose of Report:

To update the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee on the progress of the Job Evaluation project.

The Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee are asked to note the Job Evaluation activity detailed in the report and the planned next steps as summarised below.

The Operational Steering Group will continue to meet on a face-to-face basis to monitor progress of the Job Evaluation Project and will:

- Continue to monitor progress against the project plan,
- Review risk register,
- Finalise the mapping of secondary Benchmark and Unique Jobs
- Agree evaluation arrangements for Secondary Benchmark and Unique Jobs
- Consider and agree the output from the Generic Job Overview Document exercise to create the Rank Order of Jobs.

The Job Evaluation Team will:

- Schedule JE Briefings and interviews,
- Continue benchmark job holder interviews, including group interviews
- Commence evaluation of Secondary Benchmark and Unique Jobs.
- Continue to issue Job Overview Documents to Line Managers and Job Holders,
- Continue to facilitate Job Overview Discussion with Line Managers and Job Holders
- work with Corporate Communications to develop and issue employee communications regarding the next steps.
- Complete development of Generic Job Overview Documents

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No

consulted: Yes No

1 Background

At its meeting of the 10th of November 2022, the Wellbeing, Empowerment, Community, Citizen Engagement & General Purposes Committee considered a report titled “Job Evaluation Progress Update” and were asked to note the following:

- Recognise the activities of the OSG, in particular the activities to develop method statements to further progress Job Evaluation towards a Rank Order of Jobs.
- Recognise the activity of the Job Evaluation Team in briefing and interviewing job holders.
- Note the activity of the Job Analyst Team to issue Job Overview Documents and facilitate discussions between Job Holders and Line Managers to agree the content of Job Overview Documents.
- Note the revised project plan timescales.

2 The Workforce Board – Job Evaluation Sub-Group

The Job Evaluation (JE) Operational Steering Group (OSG) provide governance to deliver the SJC Job Evaluation Scheme for the council.

In accordance with the terms of reference for the OSG, the Job Evaluation Manager, on behalf of the OSG, continues to provide progress reports to the Cross-Party Committee, “The Workforce Board – Job Evaluation Sub-Group”, chaired by the City Convenor for Workforce & Homelessness & Addiction Services.

3 Job Evaluation Steering Group Activities

Since the previous Committee update, the Operational Steering Group have agreed to return to in-person meetings, believing this to be more conducive to the types of discussion and partnership working required of management and trade union colleagues on the OSG as we work towards delivering a rank order of jobs.

In addition, the frequency of meetings has been increased to accelerate discussions and the decision-making process.

The Operational Steering Group review the risk register as appropriate and continue to monitor the progress of the Job Evaluation process, with discussions focusing on specific topics to progress the next steps of the Job Evaluation process.

3.1 Identification of Discrete Secondary Benchmark and Unique Jobs

To date, Job Evaluation Interviews have focused on those jobs which are considered to be Benchmark Jobs. The remaining jobs are split into two categories; secondary benchmark jobs and unique jobs:

- Secondary benchmarks are jobs in which a number of jobholders do broadly similar work and can be covered by a single evaluation.
- Unique jobs are usually done by one or a small number of job holders, with each job being evaluated separately.

Services have undertaken an extensive exercise to map job titles to the job categories. At the request of our OSG Trade Union representatives Services have been discussing the mappings with trade union representatives at a local level for further review by the OSG in May 2023.

2.2 Evaluation Arrangements for Secondary Benchmark and Unique Jobs

While discussion on the identification of discrete Secondary Benchmark and Unique Jobs near a conclusion, the OSG are finalising evaluation arrangements for these positions. Although discussions are to be concluded, it is generally agreed that:

- Group interviews will be utilised for Secondary Benchmark Jobs.
- Evaluation via paper-based questionnaire will be the predominant evaluation method for Unique Jobs.

The evaluation of these job categories is scheduled to commence during summer 2023.

2.3 Identification of Benchmark Job Volunteer Participants

By mid-June 2023 the Job Analyst Team will have interviewed all Benchmark job holders who have volunteered to participate in the Job Evaluation Process.

However, for some roles, additional volunteers are required to ensure that a suitable cross section of job holders have participated. Therefore, both management and trade union representatives of the OSG continue to seek to identify further volunteers to participate in the process.

3 Job Evaluation Team Activity

3.1 Job Evaluation Interviews

The Job Analyst Team continue to deliver Job Evaluation Briefings to Job Holders and conduct Job Evaluation Interviews. As at the 9th of May the Job Analyst Team have completed 842 interviews.

In preparation for the evaluation of Secondary Benchmark Jobs, during March 2023 our Independent Technical Advisor delivered Group Interview training to the Job Analyst Team.

To encourage further volunteers from the population of Benchmark Job Holders, a small number of Group Interviews have been conducted with

Benchmark job holders who may feel more comfortable participating in a group setting.

In recent months, the pace of interview scheduling has been reduced in order that the Job Analyst Team could focus on the Job Overview Document process as explained below.

3.2 Job Overview Document Process

At the conclusion of the Job Evaluation Interview, a Job Overview Document is produced. This document undergoes internal quality assurance processes prior to issue to the job holder and their nominated line manager.

The Line Manager and Job Holder discuss the content of the Job Overview Document and meet with a Job Analyst to agree by consensus that the Job Overview Document reflects the demands of the job holder's role.

This is an essential step in the process as the individually agreed Job Overview Documents provide the data required for the next stage in the Job Evaluation process, the development of the Generic Job Overview Document.

3.3 Creation of Generic Job Overview Documents

The Independent Technical Adviser, during the month of May, has trained the Job Analyst Team in the creation of the Generic Job Overview Document.

The Job Analyst Team are scheduled to begin this activity in May 2023. The outputs from this process will form the basis of the Rank Order of Benchmark Jobs which will allow the development of a new pay and grading scheme.

3.4 Communications

The Job Evaluation Team, working with Corporate Communications have developed and issued further communications to invite additional Benchmark Job Holders to volunteer to participate in the process.

In Service areas where there are gaps in Benchmark Job Holder volunteers, localised communication channels have been utilised.

Further Communications, in the form of a Managers' Brief, are being developed to notify employees in Secondary Benchmark and Unique Job categories of how they can participate in the Job Evaluation process.

4 Next Steps

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5 Policy and Resource Implications

Resource Implications:

Financial:

Legal:

Personnel:

Procurement:

Council Strategic Plan: Grand Challenge : Mission 3

Enable staff to deliver a sustainable and innovative council structure that delivers value for money.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

What are the potential equality

Job Evaluation will have a positive impact on pay equality within the organisation.

impacts as a result of this report?

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

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

What are the potential climate impacts as a result of this proposal?

Will the proposal contribute to Glasgow's net zero carbon target?

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report
No

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

6 Recommendations

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