

**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

Employment Conditions Committee: 24 April 2006

Report of Chief Executive

SINGLE STATUS/JOB EVALUATION – PILOT STUDY TIMESCALES

Background

1. At a meeting of the Works Council on 15th March 2006 a report of the Joint Single Status/Job Evaluation Steering Group was considered which provided an update on the progress made on the Job Evaluation Project and estimated timescales for carrying out the Job Evaluation Pilot Study. That report proposed that with the resources currently available, it was estimated that it may be possible to complete the Pilot Exercise by November 2006.
2. Following discussion at Works Council it was resolved that the report of the Joint Single Status/Job Evaluation Steering Group be submitted to this Committee for information. A copy of the Works Council report is therefore attached as Appendix A.

Issues

3. Discussion at the Works Council meeting centred on the fact that the Project would be resource intensive. The current resources of the Job Evaluation Project Team were outlined in the report to the Works Council and, based on those resources, the estimated completion date for the Pilot exercise was put at November 2006.
4. The Chair of the Works Council whilst understanding the reasons for these timescales was concerned that this may not allow for full consideration of the Job Evaluation Pilot Study outcome information as part of the budget process for 2007/08. He expressed his preference for the Pilot Exercise to be completed by September 2006 if possible and that ways of achieving that deadline may need to be considered .
5. The Trade Unions reiterated that November timescales were more realistic and were based on their personal experiences of the process thus far. They also commented that the Council have a duty of care towards the staff in the Job Evaluation Unit and that eventualities like sickness, annual leave etc. must be factored into timescales.
6. The Chair stated that he would not wish any staff or Trade Union representative to feel pressurised and he requested that the Joint Steering Group Report be submitted to this Committee for information.

Investment for Reform/Benefit to service user

7. In undertaking and finalising the Job Evaluation project the Council will be able to tackle the issue of equal pay and develop a modernised pay and reward system that will support a high performance and highly skilled workforce to better serve the people of Cardiff.

Council Policies Supported

8. This report supports all Council Policies that require a skilled and motivated workforce to deliver their aims and objectives.

Advice

9. This report has been prepared in consultation with relevant Corporate Directors and reflects their advice. It contains all the information necessary to allow Members to arrive at a reasonable view, taking into account the following advice.

Legal Implications

10. This is an information report and as such has no direct legal implications.

Financial Implications

11. The resources available to support the job evaluation process were considered in the 2006/7 budget and temporary funding of £170,000 was approved to allow recruitment to a further 6 posts ie. 4 job analysts and 2 administrative support staff. In addition, £ 25, 000 temporary funding was also provided to enable the trade unions to play a full part in the job evaluation process.

Human Resource Implications

12. The Job Evaluation Pilot Exercise needs to be completed at the earliest opportunity to enable a report to be made to this Committee in December allowing the Council to clarify the likely cost/resource implications of the full Job Evaluation exercise and for that information to be built into the budget process.

Trade Union Comments

13. The Trade Unions on the Joint Single Status /Job Evaluation Steering Group had been heavily involved in drafting the report that Works Council considered at its meeting of 15 March 2006. They stressed that whilst the November timescales for completion of the pilot was realistic based on existing staffing levels in the Job Evaluation Unit , bringing forward that timescale to September would have resource implications.
14. They added that the Council had a duty of care towards Job Evaluation staff and that eventualities such as sickness, leave, etc must be factored into any timescales. Further, they also outlined their own resource implications and felt that it was inappropriate of the Council to put further pressure on either the representatives or the Job Analysts in such circumstances.

RECOMMENDATION

15. It is recommended that the attached report of the Joint Single Status/Job Evaluation Steering Group be considered for information

JO FARRAR
ASSISTANT CHIEF EXECUTIVE

The following appendix is attached

Report of the Joint Single Status/Job Evaluation Steering Group to Works Council 15 March 2006 – Single Status/Job Evaluation Timescales – Appendix A.

**WORKS COUNCIL
15 MARCH 2006**

SINGLE STATUS/JOB EVALUATION - TIMESCALES

Report of the Joint Single Status/Job Evaluation Steering Group

Purpose of Report:

1. To provide a further update on the progress made on the Job Evaluation Project and to estimate timescales for carrying out the Job Evaluation Pilot Study.

Background:

2. As part of the 2004-2007 National Pay Award Agreement local pay reviews, including Job Evaluation, should be completed and implemented by 31st March 2007. In order for Job Evaluation to be completed, all posts whose terms and conditions are covered by the NJC for Local Government Services (i.e. The 'Green Book') need to be evaluated.
3. A Joint Single Status/Job Evaluation Steering Group of officers and Trade Unions has been established and has met on a fortnightly basis since April 2005. The Joint Steering Group has reached agreement on a number of key documents to support the introduction of the Job Evaluation process, and to assist in the implementation of the Pilot Study.

Key Tasks Undertaken:

4. As indicated above, the Council and Trade Unions through the fortnightly Joint Steering Group meetings, have developed the following documents and processes for the Job Evaluation project:
 - A pilot Job Evaluation process, which details the course of action to follow during the Pilot Process;
 - Job Description Questionnaire (JDQ); this document will be used to record the information from the JDQ interview;
 - Guidelines for Completing JDQ's; this will be issued to ensure that staff, managers and Trade Unions are fully prepared to undertake the interview;
 - Prior Consideration Arrangements have been agreed by the ECC and will be for staff that are downgraded as part of the Pay and Grading review;
 - Pay Protection; it has also been agreed at ECC that a minimum of 3 years Pay Protection with a possible maximum of 5 years be given to those staff whose jobs may subsequently be downgraded as a result of JE.
 - Communications – this issue was seen as fundamentally important to the process and various approaches have been used, which include:
 - standing items in every 'Our News' the Corporate Staff Newsletter;
 - a Joint Management/Trade Union Statement circulated in payslips;

- a dedicated Job Evaluation Intranet site has been launched and has been well used;
- the Corporate Core Brief includes Job Evaluation as a standing item;
- Briefing Sessions have been held at various work locations and over 250 staff from the Pilot Study have been briefed.
- Training – over 80 managers and Trade Union representatives have been trained in the use of the Greater London Provincial Council (GLPC) Job Evaluation Scheme. This training course is now provided in-house as and when required. Managers and Trade Unions have also attended training courses to better understand the pay modelling concepts of the Link Pay Software System purchased by the Council.

As well as the progress made above, the amount of preparatory work prior to the start of the Pilot Study has also been considerable. It was originally hoped that the pilot exercise would start in the Autumn of 2005 and be completed by March 2006. However due to the amount of time necessary for HR and service area staff to check, verify and amend staff establishments for the posts included in the pilot to ensure that the right people were being sent information and then invited to attend the briefing sessions it was unfortunately not possible to meet these time expectations.

Pilot Study:

5. The Pilot exercise commenced in February 2006 following the substantial amount of preparatory work to ensure that staff in the pilot and their managers understood the process and had sufficient information to be able to fully participate. A list of 10 pilot jobs has been approved by the Joint Single Status/Job Evaluation Steering Group. These groups represent a wide range of grades and jobs within various Service Areas of the Council. The pilot jobs are:
 - Accountants (Financial Services)
 - Caretakers (Schools)
 - Cleansing Operatives (Waste Management)
 - Cooks (Adults and Schools)
 - Cleaners (SPNR, Schools, LL&P, HAB, M&T)
 - Home Carers (Adults)
 - Housing Officers (HR)
 - HR Advisors (HR)
 - Library Assistants (LL&P)
 - Solicitors (Legal)

6. The purpose of the Pilot Study is to:
 - Test the JE process and determine whether or not it needs amending before the main exercise is undertaken;
 - Confirm the level of resources required to undertake the complete exercise, both in terms of officer time, Trade Union representative time and financial;
 - Confirm the likely timescales needed to complete the exercise;
 - Estimate potential costs of the exercise;
 - Obtain some idea of the areas of staff to be affected by the outcomes;

- Compare the results from a manual evaluation and the computer based evaluation;
 - Plus any other lessons that were learnt as the process evolved.
7. The approach that has been agreed by the Joint Single Status/Job Evaluation Steering Group for the Pilot Study is that the Job Analysts/staff of the Job Evaluation Unit are required to attend JDQ interviews/discussions with all post holders who are selected as part of the Pilot process. This will enable an accurate record of the information from the JDQ interviews/discussions to be captured and analysed. Although this is a resource intensive approach, it is seen as vital to the quality (and equality) aspects of the process. Further, the experience of other local authorities has demonstrated the need for a robust process from the outset, and although other local authorities are carrying out the process by different and quicker means, the approach Cardiff has chosen is seen as the fairest and should result in a lesser number of appeals being made.
 8. The Pilot Exercise will involve completing approximately 270 JDQ interviews/discussions. It is difficult to determine how many evaluations will be able to be completed weekly by the Job Analysts. Some of the initial JDQ interviews have taken between 2-4 hours to complete and the information gathered then needs to be analysed and input into the Link Computer System by the Job Analyst. It is therefore estimated that between 3 or 4 JDQ evaluations could be completed by a full-time Job Analyst during a week. The current resources of the Job Evaluation Project Team Unit consists of 1 Project Manager, 1 Principal HR Officer (currently vacant), 2 HR Officers and 1.5 Job Analysts. (Other than the Project Manager, all the officers are undertaking JDQ interviews).
 9. At the start of the project, it quickly became clear that it would be resource intensive. In recognition of this, in the financial planning process for 2005/06 a bid for further resources was made but due to competing budget pressures, the full bid could not be fully resourced. However, the budget allocated enabled the appointment of the 2 job analysts currently working in the team. This resulted in duties previously undertaken by the 2 HR officers being allocated to other staff in HR to allow them to work on Job Evaluation. A bid for additional temporary resources for 2006/07 to assist the Job Evaluation Team was made and a further 4 Job Analysts, and 2 Administrative Support staff are in the process of being recruited. The appointment of these staff is subject to Council staff recruitment procedures and this may take up to and until June 2006. However, the use of agency Job Analysts is being considered for the short term to meet the current timescale for the Pilot Exercise.
 10. In order to allow the maximum resources possible to concentrate on undertaking the JDQ interviews/discussions, the Steering Group has decided that it will meet on a monthly basis rather than fortnightly as has been the case for the past year. It has therefore been estimated that with the resources currently available it will take approximately 30 weeks to complete the Pilot Exercise, i.e. a completion date of November 2006. This will enable a report to be made to the December ECC allowing the Council to clarify the likely cost implications of the full Job Evaluation exercise and for that information to be built into the budget process.

11. However, this timescale will need to be treated with caution as we are currently only at an early stage of the Pilot process and it is felt too early to objectively state what realistically the Job Analysts can achieve. The timescales will also need to be continually reviewed to take into account the time taken to support the Validation/Moderation panel process, which follows on from the JDQ stage, and in which the Job Analysts will also play a fundamental role.

12. Whilst this report considers in particular the impact of the JDQ stage of the pilot exercise on the workload of the Job Evaluation Unit, the JE exercise will also have a wider impact on the rest of HR. When the Validation/Moderation panels start to meet they will be chaired by a senior member of staff from HR. Twelve senior members of staff in HR have been trained in the JE scheme that is being used and it is anticipated that all of them could be involved at some time in this role. In addition, from the experiences of the preparatory work for the pilot exercise, it can be expected that it will take a very considerable amount of time to check, verify and amend staff establishments for the remainder of posts in the Council as the process is extended following completion of the pilot. It may prove necessary to manage customer expectations of what HR can achieve on other issues during this project.

13. There are also still key issues to be addressed as part of the Single Status Agreement, such as appeals processes, back pay/compensation and options for pay and grading structures. Although preparatory work will commence on these issues, for the time being, the focus will be on progressing and completing the Pilot Job Evaluation exercise by November 2006. Further update reports will also be put to the Employment Conditions Committee and Works Council meetings to enable the timescale projections and financial matters to be reviewed.

Recommendation

It is recommended that the Works Council note the progress made to date on the Job Evaluation Pilot Exercise and continue to receive regular update reports on progress.

Joint Single Status/Job Evaluation Steering Group – 8th March 2006

Appendix - Timescale/Project Plan for the Job Evaluation Pilot Study.

