

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

Employment Conditions Committee: 20 February 2007

Report of the Chief Executive

SINGLE STATUS/JOB EVALUATION - UPDATE

Background

1. Previous reports have been provided to this Committee on the progress of the Job Evaluation Pilot Exercise and this report provides a further update following the completion of the Pilot Exercise in January 2007.
2. The Job Evaluation Pilot Exercise commenced in February 2006 following a substantial amount of preparatory work to ensure that staff and managers in the Pilot understood the process and had information to fully participate. The Pilot was completed in January 2007 and a review of the process has taken place, and views and comments from participants are contained in this report.

Issues

3. In order to undertake the 2004-07 National Pay Award Agreement of implementing local pay reviews and Job Evaluation, a Joint Single Status / Job Evaluation Steering Group of officers and Trade Unions was established to co-ordinate the work. The Joint Steering Group met on a monthly basis and reached agreement on a number of key documents to support the introduction of job evaluation and a process to implement the Pilot Study.
4. As indicated above the Pilot exercise commenced in February 2006 after a group of 9 pilot jobs to be evaluated had been approved by the Steering Group. These groups represented a wide range of grades and jobs within various Service Areas of the Council. Briefly the Pilot process initially involved staff and managers receiving briefings at their various work locations. Individuals were then identified to complete a Job Description Questionnaire (JDQ) interview and they and their line managers were then provided with guidelines on how to complete the JDQ. The JDQ discussion would then take place with the post holder, line manager, trade union representative and Job Analyst present.
5. Information from the completed JDQ would then be analysed and input into the job evaluation computer package by the Job Analyst. A Job Analysis Report (JAR) would then be generated by the computer and sent back to the people involved in the JDQ discussion for confirmation. A Validation Panel made up of equal numbers of management and trade union representatives would then consider the evaluated jobs and validate or moderate them as appropriate.
6. Within the 9 job areas covered, 195 staff undertook JDQ interviews. At the start of the project it quickly became clear that this process would be resource intensive, with some of the JDQ interviews taking up to 5 hours to complete. In recognition of this a bid for additional temporary resources for 2006/07 to assist the Job Evaluation Unit

was made and a further four Job Analysts and two Administrative Support staff were appointed during June/July 06 to assist in the project.

7. Following the completion of the JDQ process and the data input and issuing of JAR's, nine Validation Panels were held to consider the evaluations and complete the Pilot process. These panels worked exceptionally well and there were excellent discussions between the Trade Union and Management representatives. A specific review of the Validation process is also to be arranged.
8. As part of the programme of work in the Pilot Exercise, the Steering Group also agreed to set up a Terms and Conditions Working Group. Terms of Reference have been agreed along with an agreement to an audit of terms and conditions with the issue of bonus schemes and car allowances being reviewed as a priority in the first series of meetings.
9. The Steering Group at its meeting on 12 December 2006 agreed to undertake a review of the Pilot and recommended that a joint letter from the Steering Group be sent to a selection of people who took part either directly or indirectly to request their comments or views on the process. The letter was therefore sent to a selection of post holders who either contributed or took part in the JDQ interviews, trade union representatives and line managers etc. Approximately 170 letters were despatched but unfortunately only 4 responses were received.
10. However the main point outlined from all 4 respondents was that the Pilot Exercise was time intensive and specifically that the JDQ interviews were too much of a time commitment for all involved, especially as some took up to 5 hours to complete. Another point made was that the Pilot took a long time from the initial briefings of staff and their interviews taking place. It was stated that it would be better if the process could be speeded up by focussing on one Service Area at a time and completing the process for that area. The comments above support the proposed move to the Workshop Process described in Paragraph 11 below, which will speed up the roll out of Job Evaluation to the rest of the Council.
11. It was hoped that at the end of the Pilot Exercise there would be some indication of the likely cost implications of the full job evaluation exercise. However, it has become clear that further job evaluation data will need to be obtained before any pay modelling can take place to enable the Council to clarify any costs. A further report will therefore be made to a future ECC when progress has been made on this issue.
12. A further purpose of the Pilot Exercise was to test the job evaluation process and determine whether or not it needed amending before the main exercise is undertaken. Presentations were made to the Steering Group by officers and trade union representatives of various Welsh Local Authorities on their job evaluation processes, so that other options could be considered for the future roll out of job evaluation in Cardiff.
13. There was an overall consensus of opinion within the Steering Group that a change was needed to speed up the process whilst still maintaining a very involved postholder friendly approach. The Steering Group have therefore agreed to a change in the Job Evaluation process and that a modified approach of a "Workshop Process" be trialled for the 2nd stage roll out of job evaluation to the rest of the Council. This trial is currently being conducted within the Culture, Leisure and Parks Service Area and is due for completion in March 2007. A further report will be made to this Committee in April on progress of this revised process.

14. In order to further assist the completion of the Job Evaluation project, there are early indications that extra resources would be available from the budget setting process in 2007/08 specifically for Job Evaluation with the possibility of further Job Analysts being recruited to the Job Evaluation Unit. Extra finance will also be made available to increase the Facilities time to allow Trade Unions more time to work specifically on Job Evaluation issues.

Investment for Reform/Benefit to Service User

15. 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 be fair and equitable and support a high performance and highly skilled workforce to better serve the people of Cardiff.

Council Policies Supported

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

Advice

17. 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

18. This is an information report and as such has no high priority legal implications. However, internal and external experience shows that if the Council's legal position is to be protected in each staff case, Single Status has significant resource implications in terms of staff time and budgets.

Financial Implications

19. The Executive Budget Proposal includes provision for the temporary resources of £195,000 made available in 2006/07 to continue in 2007/08 with a further £160,000 also being provided to support the recruitment of further job analysts and to increase the facilities time to allow trade unions more time to work specifically on job evaluation issues. These are funded from additional resources made available by the WAG specifically to support the job evaluation process.

The report notes that it is not possible at this stage to estimate the likely cost implications of the full job evaluation exercise and that further job evaluation data will be needed before any pay modelling can take place to clarify the likely costs. A further report will be made to a future ECC when progress has been made on this issue.

Human Resource Implications

20. The employee relations implications of implementing job evaluation are significant and agreeing a specific post holder friendly job evaluation process, through a Workshop approach, will provide a measure of reassurance to staff and confidence in the new process. Regular meetings co-ordinated by the WLGA of Welsh Local authorities take place to share experiences and update on progress on Job Evaluation and Single Status WAG has also met with local authorities to be updated on progress and developments.

Trade Union Comments.

21. The Trade Unions are working in partnership with the Council as part of the Single Status/Job Evaluation Steering Group. They broadly support and welcome the change of approach to the Workshop Process for the roll out of Job Evaluation to the rest of the Council.

RECOMMENDATION

22. It is recommended that:-
- (i) Employment Conditions Committee note the progress made on the Job Evaluation project and continue to receive regular update reports on progress.
 - (ii) a report on the progress of the trial of the new Job Evaluation Workshop Process be made to this Committee in April.

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