

# DUNDEE CITY COUNCIL

**REPORT TO:** Personnel & Management Services Committee - 10 November 2003

**REPORT ON:** Personnel and Management Services Department - Role, Structure and Identity

**REPORT BY:** Assistant Chief Executive (Management)

**REPORT NO:** 669-2003

## 1 PURPOSE OF REPORT

- 1.1 To outline the department's future role and to recommend a revised organisational structure, establishment and department title.

## 2 RECOMMENDATIONS

It is recommended that the Committee approves the following:-

- 2.1 the re-titling of the department to Personnel Department;
- 2.2 the following changes to the department's establishment:-
  - 2.2.1 regrade the post of Personnel Manager from SCP63-66, £48,711 - £52,272, to SCP65-68, £51,045 - £54,807, to reflect higher level responsibilities;
  - 2.2.2 redesignate the post of Personnel Team Leader to Personnel Section Leader, with no change of grade.
  - 2.2.3 redesignate the post of Employee Development Team Leader to Organisational Development Section Leader, with no change of grade;
  - 2.2.4 delete the (vacant and unfunded) post of Personnel Team Leader, grade PO15-18, £35,343 - £37,833;
  - 2.2.5 delete the post of Management Services Team Leader (post vacant from 1 April 2004), grade PO15-18, £35,343 - £37,833, with effect from 1 April 2004;
  - 2.2.6 regrade the posts of Senior Personnel Officer (2), from PO5-8, £27,873 - £30,060, to PO8-11, £30,060 - £32,244, to reflect higher level responsibilities;
  - 2.2.7 redesignate the post of Senior Management Services Officer to Senior Organisational Development Officer, and regrade the post from PO5-8, £27,873 - £30,060, to PO8-11, £30,060 - £32,244, to reflect a change in role and higher level responsibilities;
  - 2.2.8 redesignate all of the posts of Management Services Officer and Training Officer to Organisational Development Officer, with no change of grade;

- 2.2.9 redesignate the post of Council Health and Safety Officer to Senior Health and Safety Adviser, with no change of grade;
- 2.2.10 redesignate the post of Health and Safety Officer to Health and Safety Adviser, with no change of grade;
- 2.2.11 redesignate the post of Administrative Assistant to Employee Welfare Adviser, with no change of grade;
- 2.2.12 redesignate the post of Senior Clerical Assistant (Management Services) to Organisational Development Assistant, and regrade the post from GS3, £13,650 - £14,211, to GS3/AP1 (qualification bar at maximum of GS3), £13,650 - £15,204, to reflect higher level responsibilities;
- 2.2.13 redesignate the 2 part time posts of Senior Clerical Assistant (Personnel Section) to Personnel Assistant, and regrade the posts from GS3, £13,650 - £14,211, to GS3/AP1 (qualification bar at maximum of GS3), £13,650 - £15,204 pro rata, to reflect higher level responsibilities;
- 2.3 the revised senior management structure outlined in Appendix 1 attached;
- 2.4 the revised establishment outlined in Appendix 2 attached.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The savings arising from the changes detailed in this report amount to £16,524 for the financial year 2003/04 and £50,595 for a full year thereafter. These savings will be utilised to cover additional staff costs within the department. These costs have partially arisen as a result of not filling the Personnel Team Leader's post, whereby it was necessary to ask other employees to undertake higher level additional work. A number of these employees, accordingly, have received higher duties payments and others have received additional increments in accordance with the approved career grade structure for the department. Furthermore, the extra staff costs have arisen due to increased workload within the department, which has necessitated increasing some employees' hours and the creation of a temporary post.

### **4 LOCAL AGENDA 21 IMPLICATIONS**

- 4.1 None.

### **5 EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 None.

## 6 BACKGROUND

- 6.1 At its meeting of 26 October 1995, the City Council approved an organisational structure and an establishment for the Personnel and Management Services Department totalling 51 full time and 2 part time posts, excluding the Employment Disability Unit (EDU) which is a joint initiative with Angus and Perth and Kinross Councils. At that time, the senior management team of the department comprised the Director, 2 second tier Managers and 6 third tier Team Leaders.
- 6.2 Since local government re-organisation in 1996, the workload of the department has changed in nature and increased in volume. This, together with the fact that over 40% of the original members of staff have left, has resulted in changes to work methods and minor restructurings from time to time. In addition, there has been a commitment to develop existing staff so that they can operate at a higher level in due course as opportunities arise.
- 6.3 This report considers the department's future role, structure and identity.

## 7 FUTURE ROLE AND NAME OF DEPARTMENT

- 7.1 At its meeting of 30 June 2003, the Personnel and Management Services Committee approved Report No. 433-2003 (Modernising Management Structures - Redesignation of Chief Officer Posts). As a result of that report, the Director of Personnel and Management Services was redesignated Assistant Chief Executive (Management). The report stated that the Assistant Chief Executive (Management) would assist the Chief Executive across the range of Council activities, including assisting departments to drive forward with corporate objectives and service developments.
- 7.2 To assist him in this extended role, the Assistant Chief Executive (Management) proposes the creation of a new Organisational Development Section within the department. This will be formed by the amalgamation of the former Employee Development and Management Services Teams. The roles of several employees will change as a result of this amalgamation.
- 7.3 The Assistant Chief Executive (Management)'s involvement in the day to day personnel management issues of departments will reduce considerably. This will extend the role of the Personnel Manager, who will also be responsible for all aspects of the department's activities in the absence of the Assistant Chief Executive (Management), and alter the role of the Personnel Section Leader. In addition, the roles of a number of other employees will change.
- 7.4 The Assistant Chief Executive (Management) proposes that the department should consist of 4 sections: Health and Safety; Personnel; Organisational Development; and the EDU. The remits will be as follows:-

### **Health and Safety Section**

The Section provides corporate health and safety advice and guidance for the whole Council and ensures that health and safety retains a high profile. The/...

The overall aim of the Section is to provide and maintain a health and safety culture in which the opportunities for accidents and occupational ill health are eliminated by the effective management of health, safety and welfare. This will be achieved by focusing on 5 key objectives:-

- Leading the Council forward by providing policies and guidance that provide clear support and direction to achieve best practice, recognising legal compliance as a minimum standard.
- Ensuring that all levels of management and employees are sufficiently competent to discharge their duties with due regard for health and safety.
- Facilitating the integration of health and safety considerations into the Council's decision making processes, to ensure that resources are appropriately and effectively allocated by all levels of management.
- Promoting and co-ordinating the development of health and safety plans to improve standards and their implementation for the benefit of all who may be affected by the Council's work activities.
- Monitoring and evaluating health and safety performance to motivate management to take effective measures to reduce health and safety losses and to improve performance.

The Section provides corporate training, policy and guidance, responds to enquiries, facilitates health and safety consultations with employees, investigates serious accidents, and monitors the Council's health and safety performance. Over the next year, the Section will review all existing health and safety policies and guidance and produce a comprehensive range of new guidance which will be readily available at all workplace sites. This will become the Health and Safety Toolkit that will become a common central reference point for all departments. A comprehensive range of training courses will also be developed to support departments to implement corporate health and safety guidance. This will include the development of minimum health and safety training standards within the Council.

Other key issues which the Section will address include:-

- Demonstrating effective management by annual reporting of health and safety performance - including the provision of appropriate accident data, lost time data and cost data.
- Establishing an effective health and safety co-ordinators' group, with representation from all departments, to focus effort towards reducing health and safety risk.
- Assessing performance in respect of health and safety management through the development of an auditing system for health and safety with an adequate resourced audit programme.
- Influencing the health and safety performance of contractors through the supply chain. Safety information will be adequately evaluated when making procurement decisions. Mechanisms for departments to monitor contractors will also be established to ensure that work is conducted in accordance with stated safety procedures.

The Section will be led by the Council Health and Safety Co-ordinator, who will report to the Personnel Manager.

### **Personnel Section**

The Section:-

- Provides advice and guidance to all Council departments in relation to conditions of service, which may be nationally or locally agreed, and the Council's personnel policies.
- Works closely with managers in all departments and trade unions to ensure that policies are applied consistently and fairly to promote good employee relations. Training sessions are run for managers on personnel matters such as absence management and disciplinary procedures.
- Reviews existing policies and new policies developed to meet organisational needs and the requirements of European and domestic legislation.
- Deals with recruitment advertisements on a weekly basis and advice is provided on all aspects of the recruitment and selection process.

Priorities for the Section in the immediate future will be addressing the requirements of the forthcoming employment and equalities legislation; tackling recruitment and retention issues; dealing with the challenges of partnership working; and working to continually improve operational managers' competencies in dealing with personnel practice.

The Section will be led by the Personnel Section Leader, who will report to the Personnel Manager.

### **Organisational Development Section**

The Section will assist the Council and Chief Officers in developing people management strategies and will have 3 main functions:-

- Developing the personal effectiveness and skills of employees and their managers through a programme of courses and development activities. This will include lifelong learning and developing the Council's online learning capacity.
- Assisting departments to design and/or improve specific processes and job design, and to determine appropriate staffing levels and structures.
- Developing Council effectiveness by helping shape and support corporate initiatives such as e-business, customer service standards, EFQM, Best Value and systems reviews such as the joint Health/Social Work pilot on Single Shared Assessment.

The Section will be led by the Organisational Development Section Leader, who will report to the Assistant Chief Executive (Management).

### **EDU**

The EDU will:-

- Continue to identify employment opportunities for people with disabilities and assist disabled people to secure and maintain paid employment.

- Continue to operate Job Clubs in Dundee and Perth and provide supported employment for disabled people throughout Tayside.
- Accept referrals from any source and continue to develop its links and partnership working with referring agencies such as NHS Tayside, Social Work, Careers Scotland, Jobcentre Plus, local colleges and disability organisations.
- Provide assessments, vocational profiles and action plans for people with disabilities and continue to develop links with local employers to create employment opportunities.
- Manage the Workstep programme on behalf of Angus, Dundee and Perth and Kinross Councils, and seek to maximise funding through the European Social Fund Objective 3 Programme and other relevant funding sources.
- Continue to develop and improve employment services for disabled people and be proactive in influencing policy at local, national and international levels.

The EDU will be led by the EDU Manager, who will report to the Assistant Chief Executive (Management).

- 7.5 The revised senior management structure of the department is outlined in Appendix 1.
- 7.6 As the Management Services Team will merge with the Employee Development Team to form the Organisational Development Section, it is suggested that, in future, the department should simply be called the Personnel Department.

## **8 PROPOSED CHANGES TO ESTABLISHMENT**

- 8.1 To put in place a structure able to continue to respond to the requirements of the Council and its departments, the following changes to the establishment are proposed:-
- 8.1.1 Regrade the post of Personnel Manager from SCP63-66, £48,711 - £52,272, to SCP65-68, £51,045 - £54,807, to reflect higher level responsibilities.
- 8.1.2 Redesignate the post of Personnel Team Leader to Personnel Section Leader, with no change of grade.
- 8.1.3 Redesignate the post of Employee Development Team Leader to Organisational Development Section Leader, with no change of grade.
- 8.1.4 Delete the (vacant and unfunded) post of Personnel Team Leader, grade PO15-18, £35,343 - £37,833.
- 8.1.5 Delete the post of Management Services Team Leader (post vacant from 1 April 2004), grade PO15-18, £35,343 - £37,833, with effect from 1 April 2004.
- 8.1.6 Regrade the posts of Senior Personnel Officer (2), from PO5-8, £27,873 - £30,060, to PO8-11, £30,060 - £32,244, to reflect higher level responsibilities.

- 8.1.7 Redesignate the post of Senior Management Services Officer to Senior Organisational Development Officer, and regrade the post from PO5-8, £27,873 - £30,060, to PO8-11, £30,060 - £32,244, to reflect a change in role and higher level responsibilities.
- 8.1.8 Redesignate the posts of Management Services Officer and Training Officer to Organisational Development Officer, with no change of grade.
- 8.1.9 Redesignate the post of Council Health and Safety Officer to Senior Health and Safety Adviser, with no change of grade.
- 8.1.10 Redesignate the post of Health and Safety Officer to Health and Safety Adviser, with no change of grade.
- 8.1.11 Redesignate the post of Administrative Assistant to Employee Welfare Adviser, with no change of grade.
- 8.1.12 Redesignate the post of Senior Clerical Assistant (Management Services) to Organisational Development Assistant, and regrade the post from GS3, £13,650 - £14,211, to GS3/AP1 (qualification bar at maximum of GS3), £13,650 - £15,204, to reflect higher level responsibilities.
- 8.1.13 Redesignate the 2 part time posts of Senior Clerical Assistant (Personnel Section) to Personnel Assistant, and regrade the posts from GS3, £13,650 - £14,211, to GS3/AP1 (qualification bar at maximum of GS3), £13,650 - £15,204 pro rata, to reflect higher level responsibilities.
- 8.2 The revised establishment of the department is outlined in Appendix 2 and comprises 36 full time and 9 part time posts. This represents a reduction of over 20% in establishment from 1996.

## 9 CONSULTATION

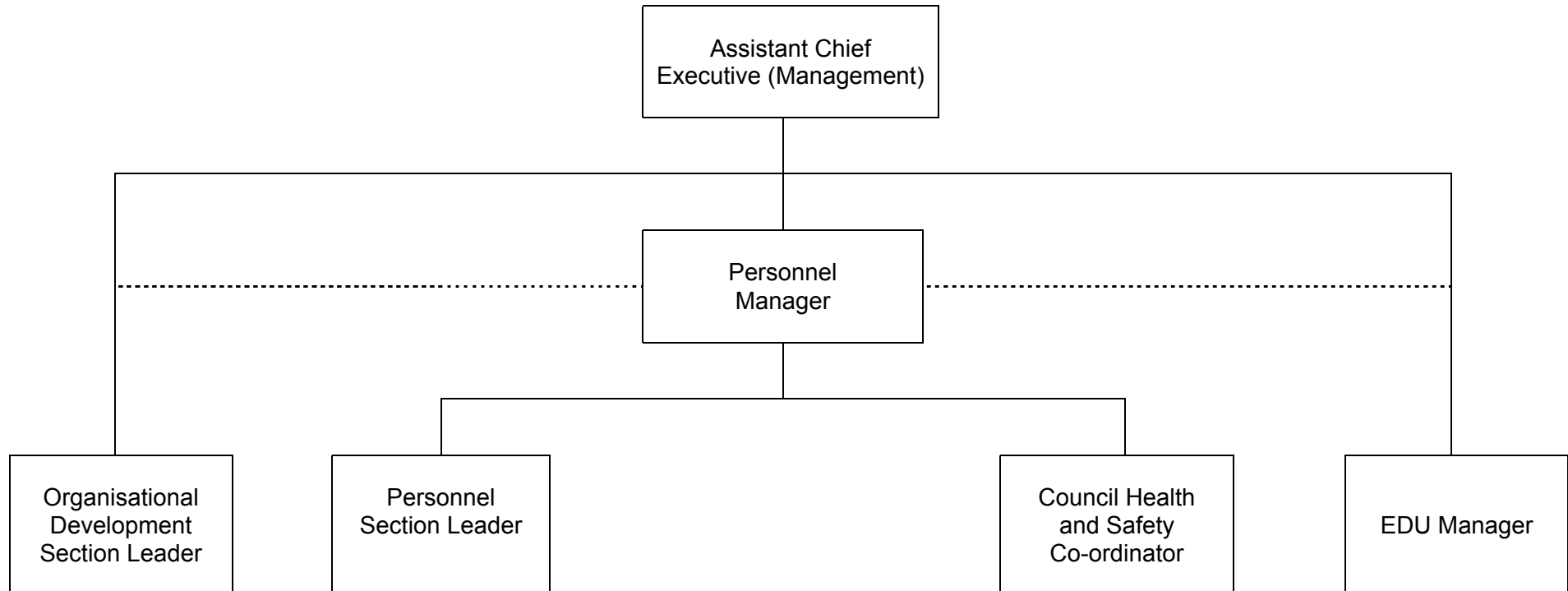
- 9.1 The Chief Executive, Depute Chief Executive (Finance) and Depute Chief Executive (Support Services) have been consulted on this report. The trade unions have also been consulted.

## 10 BACKGROUND PAPERS

- 10.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

J.C. Petrie  
Assistant Chief Executive (Management)

3 November 2003

**PERSONNEL DEPARTMENT - REVISED SENIOR MANAGEMENT STRUCTURE**

**NB** Personnel Manager is responsible for all aspects of the department's activities in the absence of the Assistant Chief Executive (Management).



**PERSONNEL DEPARTMENT (EXCLUDING EDU) - REVISED ESTABLISHMENT**

<u>Post Title</u>	<u>No. of Posts</u>	<u>Grade</u>
Assistant Chief Executive (Management)	1	CO38
Personnel Manager	1	SCP65-68
<b>HEALTH AND SAFETY SECTION</b>		
Council Health and Safety Co-ordinator	1	PO15-18
Senior Health and Safety Adviser	1	PO5-8
Health and Safety Adviser	1	AP4-PO6*
Employee Welfare Adviser	1	AP2
Health and Safety Assistant	1	GS3/AP1**
Clerical Assistant	1 (P/T)	GS1/2
<b>ORGANISATIONAL DEVELOPMENT SECTION</b>		
Organisational Development Section Leader	1	PO15-18
Senior Organisational Development Officer	1	PO8-11
Organisational Development Officer	10 (incl. 1 P/T)	AP4-PO6*
Administrative Assistant	1 (P/T)	AP1
Organisational Development Assistant	1	GS3/AP1**
Senior/Clerical Assistant	1	GS1/3
<b>PERSONNEL SECTION</b>		
Personnel Section Leader	1	PO15-18
Senior Personnel Officer	2	PO8-11
Personnel Officer	11 (incl. 2 P/T)	AP4-PO6*
Personnel Assistant	2 (both P/T)	GS3/AP1**
<b>ADMINISTRATION SECTION</b>		
Office Administrator	1	AP3
Recruitment Administrator	1	AP3
Senior/Clerical Assistant	2	GS1/3
Senior Clerical Assistant/Keyboard Operator	1 (P/T)	GS3
Clerical Assistant	1 (P/T)	GS1/2
<b>TOTAL</b>	<b>45 (incl. 9 P/T)</b>	

\* Subject to existing Career Grade

\*\* Qualification bar at maximum of GS3 - to progress beyond the bar, the employee will require to have an HNC or SVQ3 in a relevant subject, or a Certificate in Personnel Practice