

DUNDEE CITY COUNCIL

REPORT TO: Recess Sub Committee - 19 July 2004

REPORT ON: Single Status Job Evaluation Project

REPORT BY: Assistant Chief Executive (Management)

REPORT NO: 440-2004

1 PURPOSE OF REPORT

- 1.1 To outline the action required to enable the Single Status job evaluation (SSJE) project to progress in a manner that will allow all evaluations to be completed by March 2006.

2 RECOMMENDATIONS

It is recommended that:-

- 2.1 a dedicated team of 8 full time Job Analysts be established;
- 2.2 the team be recruited as soon as possible;
- 2.3 the team operates until March 2006, to enable all remaining post types to be interviewed;
- 2.4 the project and team be managed by officers from the Personnel Department;
- 2.5 appropriate accommodation be identified for the team;
- 2.6 the team should be trained in the COSLA job evaluation scheme by end of August 2004;
- 2.7 Personnel Department officers meet with trade union representatives to agree posts which do not require to be evaluated due to their similarity with posts previously evaluated;
- 2.8 verification of job evaluation information with senior officers in departments takes place early in the next phase of the project to allow any additional interviews to be added into the plan;
- 2.9 SSJE becomes a standing item on the agenda of the Council Management Team to report progress on the exercise;
- 2.10 regular progress reports will be submitted to this Committee;

- 2.11 a senior officer (not below second tier level) be identified by each Chief Officer to be responsible for driving forward SSJE in their department (nominated persons will be given training on the COSLA scheme to allow them to work with the Analyst team on confirmation of job evaluation results);
- 2.12 procedural recommendations (see Appendix 2) be adopted and adhered to;
- 2.13 the SSJE project be used as an opportunity for the Assistant Chief Executive (Management) to discuss apparent anomalies with management and trade unions, in an effort to resolve these (e.g. organisational structures);
- 2.14 the Assistant Chief Executive (Management) be remitted to bring forward proposals to achieve other identified phases of the SSJE project (e.g. pay modelling development, negotiation on changes to terms and conditions, appeals processing, etc).

3 FINANCIAL IMPLICATIONS

- 3.1 The estimated cost in the current financial year is £197,484 and this will be funded from the Council's General Fund balances. The additional full year cost of £296,226 will be included in the 2005/06 Revenue Budget.

4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 None.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The SSJE exercise is based on the principles of equal pay for work of equal value.

6 BACKGROUND

- 6.1 The SSJE project started in late 2001. In July 2003, the Assistant Chief Executive (Management) decided that the interviewing of postholders should stop to allow results to be collated and analysed. In the intervening period, Job Analysts have returned to their normal duties.
- 6.2 The initial findings have been discussed by the Chief Executive and the Assistant Chief Executive (Management) and it has been decided that the remaining interview work will have to be completed by end of March 2006.
- 6.3 By July 2003, 448 interviews had been undertaken, covering 220 post types. These posts cover approximately 75% of the workforce covered by SSJE.
- 6.4 At the beginning of the project, it was estimated that there were approximately 1,000 separate post types which would be subject to SSJE. This has now been revised to 740. However, this may change as organisational structures and jobs change. It may also be that posts with slightly different titles/grades are actually the same in job content, which would reduce the total further.

- 6.5 Therefore, there are 520 post types remaining, which cover only 25% of the workforce. Many of these posts would be classed as "limited number" (having a very small number of postholders) rather than "large group" (e.g. Home Care Worker, Clerical Assistant, Refuse Collector).
- 6.6 Additional and new Analyst resources are now required if the next phase of the project is to be completed by the target date.
- 6.7 Based on 520 post types to be interviewed (and possible re-visits to some posts already done), it is estimated that a team of 8 Analysts will be required to achieve the target date. It is proposed to recruit by advertising these vacancies internally within the Council in the first instance. The Assistant Chief Executive (Management) proposes to speak to all of the employees who operated as Job Analysts for the first phase of the exercise to ascertain if any wish to continue with this work. If any do, then they will be appointed to the posts without the need for application or interview. Thereafter, the remaining vacancies will be advertised within the Council in the first instance.
- 6.8 If departments are in a position to release the employees as Job Analysts for the duration of the project, employees will continue to receive their substantive salary if they are currently paid more than AP4. Departments will be reimbursed for the full value of the employees' salaries. Those employees whose substantive posts are graded below AP4 will be paid AP4 for the duration of the project. The posts of Clerical Assistant and Project Administrator will be filled by internal advertisement.
- 6.9 Management of the project will be provided by officers from the Personnel Department.
- 6.10 The team will require appropriate accommodation.
- 6.11 New Job Analysts will also require to be trained on the COSLA job evaluation scheme and practise with the scheme before undertaking formal job evaluations. To meet the target date of March 2006, it is estimated that training must be completed by the end of August 2004, with practice work being completed by mid October 2004.
- 6.12 It may be possible to reduce the number of interviews required and thus the time required for this phase. The Project Manager and trade union representatives should review the post types yet to be done with a view to agreeing those that can be excluded from interview due to their similarity with posts already evaluated.
- 6.13 It was always accepted that it would be impractical to interview all postholders, as this amounts to almost 6,000 employees. For jobs which have significant numbers of postholders (e.g. Clerical Assistant), a number of interviews were done to sample the group. Analysis of the interviews done so far shows significant variation in results. More investigation of this information with departments is required. This work will be included in the next phase of the project.
- 6.14 It is critical that the target date of March 2006 for the next phase is achieved. It is important that obstacles are identified as soon as possible. The contribution and responsibilities of management in all Council departments cannot be overstated and, to emphasise the importance of this project, there will be a standing item on the Council Management Team agenda for reporting progress. Regular progress reports will also be submitted to this Committee.

- 6.15 During the previous phases of the project, the Analyst team encountered various problems. Some of the more significant were:-
- two updates of the COSLA job evaluation scheme software: both times, the previously gathered information had to be reviewed and re-visited;
 - ongoing changes to organisational structures within departments;
 - a lack of awareness of the interviewee's role in the SSJE exercise;
 - significant delays in obtaining interviewees' names;
 - protracted discussions to allow interviewees' names to be released to the Analyst team;
 - significant delays in obtaining completed questionnaires from interviewees;
 - delays in arranging interview dates;
 - delays in arranging meetings;
 - some interviewees were not typical of the average postholder.
- 6.16 The above issues must be addressed for the next phase of the project if it is to have any chance of success. With this in mind, a senior officer (not below second tier level) should be identified by each Chief Officer to be responsible for driving forward the Single Status agenda in their department. These individuals will be given training on the COSLA scheme to allow them to work with the Analyst team to confirm SSJE results.
- 6.17 In the past, the Job Analysts tried to be as flexible as possible to minimise disruption to departments during the project. However, this lengthened process times and may have caused employees to believe that participation in SSJE was voluntary. For future phases of the project, flexibility will have to be limited.
- 6.18 During the project, the diversity of post titles and grades for apparently similar jobs have been identified. For example, five variations of "WP Operator" have been found and the same applies for "Clerical Assistant GS1/2". There will have to be some rationalisation here.
- 6.19 The number of pay grades currently operated by the Council (estimated at 116 when all permutations are considered) is excessive and will need to be addressed.
- 6.20 As has been stated by the Scottish Joint Council, Single Status brings the ability to eliminate apparent anomalies through rationalisation of jobs and grade structures. The Single Status project is an opportunity to consider apparent anomalies in an effort to move forward, particularly in relation to organisational structures.
- 6.21 Once all of the posts have been evaluated, a number of crucial stages in the project remain (e.g. pay modelling, negotiating changes to terms and conditions of employment, processing of appeals, etc).

7 CONSULTATION

- 7.1 This report has been the subject of consultation with the Management Team and the trade unions.

8 BACKGROUND PAPERS

- 8.1 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)

12 July 2004

BREAKDOWN OF ANNUAL COSTS FOR PROPOSED ANALYST TEAM

Item	Grade	Item cost (incl. emps costs)	No. Required	Total Annual cost (incl. emps costs)
Analyst	AP4	23,786	8	190,290
Clerical Assistant	GS3	16,536	1	16,536
Project Administrator	AP2	18,880	1	18,880
Org Dev Officer	PO6	34,623	0.75	25,968
Senior Org Dev Officer	PO10	38,207	0.25	9,552
Analyst Training		5,000		5,000
Accommodation (incl. rates)		30,000		30,000
Total Cost				296,226

Provision will also have to be made for IT and office equipment, telephones, etc.

PROCEDURAL RECOMMENDATIONS - BASED ON EXPERIENCES TO DATE

- 1) For every post being evaluated within a department, the designated senior officer for the department will seek and agree names of interviewees (who are typical of an average postholder) with local trade union representatives.
- 2) Interviewee names and their respective Line Manager details will be supplied to the Analyst team by the dates notified. It is estimated that a department will be given 4 weeks to provide interviewees' names.
- 3) Analyst interviews will commence in November 2004.
- 4) The Analyst team will develop a rolling programme of interviews using a calendar of dates/times available for each month. Interviewees' names will be allocated to these dates/times. There will be only very limited flexibility.
- 5) To meet project timescales, interviewees and Line Managers will ensure that they are available on dates agreed with the Analyst team.
- 6) All staff involved (this includes Line Managers of interviewees) will be fully briefed prior to job evaluation paperwork being issued to them.
- 7) Questionnaires issued will be completed and returned by the due dates (normally 2 weeks from issue). Departments will allow staff time within normal working hours to complete paperwork and to attend SSJE meetings.
- 8) Other documentation e.g. sign-off slips for interview paperwork, will be returned by the dates requested (normally 2 working weeks).