

PERSONNEL COMMITTEE

8 September 2003

JOB EVALUATION - OUTSTANDING ISSUES

REPORT OF THE DIRECTOR OF PERSONNEL

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RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

This report outlines four outstanding issues linked to the original Job Evaluation process undertaken by the Council. These issues require agreement from the Personnel Committee as to the preferred approach that will be taken by Winchester City Council. This will then be discussed and agreed with Unison and these principles will form an additional agreement on the Job Evaluation Process with Unison.

RECOMMENDATIONS:

1. That three additional incremental points be awarded to supervisors paid at the same grade as the staff they supervise. That this is an additional payment applied to whichever spinal column they are appointed on and with effect from the start of employment.
2. That agreement from Unison be sought defining the codes already used on the Job Evaluation Questionnaire under the supervision section to outline exactly what is meant by using the term supervisory role.
3. To continue with the principle as set out in paragraph 3.1 of the report allowing managers to appoint above the mid point of grade where there are justifiable reasons for doing so and have done so with the approval of the Director of Personnel.
4. To continue with the current pay scale structure as set out in Appendix 2.

5. To give accelerated incremental progression for examination success as set out in 5.1 of the report.
6. That Unison consultation on the proposed changes be undertaken and the Director of Personnel be authorised to implement the changes to take account of the consultation subject to no material unresolved issues.

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### JOB EVALUATION - OUTSTANDING ISSUES

#### Report of the Director of Personnel

#### 1 Introduction

1.1 Following the completion of Job Evaluation which came into effect from the 1 May 2000 and the completion of the original appeals on the grading applied to all posts at stage two there are four outstanding issues linked to the original Job Evaluation process undertaken by the Council. These issues require agreement from the Personnel Committee as to the preferred approach that will be taken by Winchester City Council. This will then be discussed and agreed with Unison and these principles will form an additional agreement on the Job Evaluation Process with Unison. The details of the outstanding issues and the recommendations are set out below

#### 2. Supervisors and staff in the same grade

2.1 There are currently two supervisors or team leaders on the same grade as the staff they supervise. This creates a perceived problem with staff reaching top of scale when a supervisor may be paid lower within the grade or a newly appointed supervisor being appointed at a lower point.

2.2 The principle of paying supervisors additional incremental points in this position was debated at great length at Personnel Committee following the presentation of a report for restructuring of the Guildhall (PER 25). Members felt strongly that supervisors in this position should not always be appointed three spinal column points higher than the highest paid member of staff, which at top of grade would also take the member of staff out of grade. It was agreed to discuss the matter further outside the committee with the Chair of Personnel, the Portfolioholder and the Director of Personnel.

2.3 At the subsequent meeting the Director of Personnel explained that the Job Evaluation score had reflected the additional duties involved with supervision of staff however, the long grades meant that the scores still placed the individuals in the same grade. It was not feasible to reconfigure these posts to include other duties which may increase the scores and place the posts in a higher grade. A reconfigured post could lead to paying well over the market rate for the basic role and duties of the post.

2.4 It was also recognised that a newly appointed supervisor may well be appointed lower within the scale to reflect their experience and skills and that a fully experienced competent member of existing staff may well be paid at a higher spinal column point.

- 2.5 It was felt that the principle of applying three additional incremental points to reflect the supervisory nature of the post could be applied to whatever the appointed spinal column point was. In some cases at the top of grade this would be an additional allowance. This would however not guarantee that a supervisors salary would always be higher than a member of staff from day one of appointment.
- 2.6 It was also felt that subject to agreement from Unison a definition using the codes already used on the Job Evaluation Questionnaire under the supervision section should be used to outline exactly what is meant by using the term supervisory role.
- 2.7 For example it could include a minimum of three or four codes from the 10 codes listed (Appendix 1). It was felt that for example one of the codes could include the appraisal of the staff being supervised which may appropriately reflect a more enhanced role.
- 2.8 It was felt strongly that a definition of the supervisory role was required to manage the potential claim that staff are acting in a supervisory capacity when, in fact, there may be a more experienced member of staff allocating or advising someone on some aspect of work without actually undertaking a supervisory role in the fullest sense. Other mechanisms such as honoraria could be used to manage these situations which are of a temporary nature. This may assist managers when allocating work. The more inexperienced member of staff would develop and require less intervention from the other member of staff "supervising" over a period of time. If an honorarium were used in this situation it would show recognition of the extra temporary work of a relatively minor supervisory nature to be recognised and rewarded.
- 2.9 It is recommended that three additional incremental points be awarded to supervisors paid at the same grade as the staff they supervise. That this is an additional payment applied to which ever spinal column they are appointed on and with effect from the start of employment.
- 2.10 It is also recommended that agreement from Unison be sought defining the codes already used on the Job Evaluation Questionnaire under the supervision section to outline exactly what is meant by using the term supervisory role.
3. General Policy of not appointing above mid point in the grade
  - 3.1 This was agreed as a result of the longer grades that were established as a feature of the payscale adopted in May 2000. Managers can appoint above the mid point of grade where there are justifiable reasons for doing so and have done so with the approval of the Director of Personnel. This principle has been applied from the outset to control increases in the paybill and limit the gradual drift to top of scale which can happen over a period of time. There have been no apparent difficulties with this approach to date.
  - 3.2 It is recommended to continue with this principle to assist in the management of the paybill.

#### 4 Different grade lengths

- 4.1 There have been comments in Stage 3 Job Evaluation Appeals about the different scale lengths. Some scales are seven spinal column points, some are eight and in the top scale there are six. The suggestion has been made to have all of the grades the same length to be equitable with the same number of score run in each grade (Appendix 2).
- 4.2 There are overlaps on scale points and job evaluation scores place posts in a grade banding. The top of one grade reflects the pay of a fully experienced and competent person within that grade and the overlap point of the higher grade reflects the less experienced person undertaking higher graded duties. These scales and grades were devised as a "best fit" for the job evaluation results to minimise the number of salary protections required and were agreed to by Unison and Members in 2000.
- 4.3 As part of the job evaluation process the pay scale was assessed to establish if any inequalities existed in respect of Equal Opportunities legislation and none were identified. If these changes were made inevitably all posts sitting on the top boundaries of the grades would be upgraded. This would lead to an additional minimum seven incremental points to be added to these posts and a significant increase in paybill. It would also mean that some staff would lose the opportunity to progress further within a grade as the ceiling level of the grade would be lowered. For posts at the bottom boundary there would be protections on grade.
- 4.4 Market testing on benchmark posts was conducted as part of the assessment for the introduction of the pay scale. This established that the Council was sitting either on the median or above the median in terms of pay with the new pay scales. This would have to be reassessed if there were changes to the grading structure to ensure that the Council is not paying well above the market rates for posts.
- 4.5 There would also inevitably be a further impact on staff morale, similar to that experienced when job evaluation and the new pay scale was introduced. There would undoubtedly be demands for re-evaluation and subsequent appeals from significant numbers of staff.
- 4.6 It is recommended not to alter the pay scale structure to assist in the management of paybill and to ensure the Council is in line with current market trends. It will also not have a detrimental effect on staff morale.

#### 5. Accelerated progression for exam passes

- 5.1 There has always been the facility to give accelerated incremental progression for examination success. An individual may be entitled to a merit increment award on condition that they have successfully passed their final examination and they are not already at the top of their scale. Increments can be paid for completion of stages, provided that the stage is a recognised qualification in itself. The incremental change is back-dated to the date of the last examination.
- 5.2 It is recommended that these principles continue to assist in encouraging staff to undertake further training and development in the form of nationally recognised qualifications which is of benefit to the service.

OTHER CONSIDERATIONS:

6. CORPORATE STRATEGY (RELEVANCE TO):

6.1 The need to make the best use of all available resources by continued clear financial and resource planning within the City Council is an integral part of the Corporate Strategy.

7. RESOURCE IMPLICATIONS:

7.1 It is anticipated that the principles can be applied within existing budgets. However, where there may be a need for a supplementary estimate this will be scrutinised and reported as necessary.

BACKGROUND DOCUMENTS:

Working papers in the Personnel Department

APPENDICES

Appendix 1 - Supervision Codes from NJC Job Evaluation Scheme

Appendix 2 - Winchester City Council Payscales