



# Managers' Briefing: Job evaluation of unique jobs



## Background

Job evaluation will support the development of a rank order of jobs, laying the foundation for a new pay and grading scheme, to make sure everyone in the council is paid equally for equal work.

There are thousands of jobs in the council family and all jobs will fall into one of three job categories:

1. **Benchmark jobs** are the most common jobs in the council and evaluations are nearly completed.
2. **Secondary benchmark jobs** are jobs where the work is very similar, but they did not form part of the benchmark jobs; representative samples of these jobs are being evaluated in group interviews.
3. **Unique jobs** are carried out by one person or only a few people; these jobs will predominantly be evaluated by questionnaires and information from supporting documents.

Following this briefing everyone affected by job evaluation should know which category their job is in and understand how they can play their part in the process. If any jobs in your areas have not yet been categorised, as above, for job evaluation purposes then you need to contact the Job Evaluation Team by email, as below.

## Your role

To support the evaluation of unique jobs it is important that you explain the following to your staff using the key messages below, **by 28 June, if possible**.

1. Tell your staff in unique jobs that they fall into this category for evaluation purposes.
2. Explain how unique jobs will be evaluated, what staff can do to take part in job evaluation and that this process is voluntary. If they do not wish to complete the questionnaire themselves then evaluations can be done with the information held on their role and liaison with their manager.
3. Give staff time to view the scheme briefing, complete questionnaires and provide additional support if this is needed, particularly for staff who don't have access to a computer.
4. Explain that staff should return questionnaires if they wish to do so by **23 August 2024** to [JE-SUPPORT@glasgow.gov.uk](mailto:JE-SUPPORT@glasgow.gov.uk)



# Managers' Briefing: Job evaluation of unique jobs



## Key messages

### Where will I find a list of unique jobs?

The unique jobs for your service are listed in a [spreadsheet here](#) the file has a password which has been sent to you in a separate email. Don't share this file, it's for your use only.

The spreadsheet contains a list of all unique job holders in your service. To find your staff you can use the filter and search by name in columns B and C, by their organisational unit in column D or by SAP Position title in Column E. You will then find their unique position in column F.

### How will unique jobs be evaluated?

Unique jobs will mainly be evaluated by information gathered from questionnaires and any other relevant supporting documents, for example, a person specification. Relevant documents can be sent in with the questionnaires. A sample number of staff will also be interviewed throughout the process.

When evaluating jobs, the following principles will apply:

- jobs are evaluated not people
- assume the job holder is fully competent, individual's performance isn't considered
- jobs are evaluated as they are now, not as they were or might be
- job content is evaluated, not perception or desired level of pay or importance.

Unique jobs will be evaluated against the criteria of the scheme to measure the demands of a job, set out under 13 factor headings, as prescribed by the SJC scheme the council is using for job evaluation. This means that we are using a consistent approach to gathering information about jobs.

### Step 1 – understanding job evaluation

Unique job holders and line managers should view the scheme briefing [online here](#):

- Allow staff time to view this briefing within their normal working hours, it will take approximately 30 minutes.
- Provide access to a computer, if required, the briefing can also be viewed using a personal device.
- If staff can't view the briefing, as above, then you should contact the Job Evaluation Team for support.

### Step 2 – completing questionnaires

Ask the relevant staff to complete a questionnaire and read the guide. The questionnaire is on the website [here](#) and the guide is [here](#).



# Managers' Briefing: Job evaluation of unique jobs



The questionnaires can be completed individually or in small groups of up to five staff who have the same unique position. The questionnaire shouldn't take more than half a day to complete.

- Provide the questionnaire and guide to staff who can complete this electronically, the file should be saved individually to complete it.
- If staff can't complete the questionnaire electronically then you need to print this for them.
- If you don't have printing or scanning facilities, then email the Job Evaluation Team who will send out paper copies if you provide addresses.
- Provide time and support for group meetings, if required.
- Staff may also seek the support of their Trade Unions.
- Provide time during working hours to complete the questionnaire.
- Supporting documents about the job can also be returned with the questionnaire.

If staff require additional guidance after viewing the briefing and reading the guide, you can email the Job Evaluation Team at [JE-SUPPORT@glasgow.gov.uk](mailto:JE-SUPPORT@glasgow.gov.uk)

## Step 3 – returning questionnaires

- Staff should return questionnaires by **23 August** by email to [JE-SUPPORT@glasgow.gov.uk](mailto:JE-SUPPORT@glasgow.gov.uk)
- Paper questionnaires need to be scanned by managers and emailed as above.
- If you don't have access to scanning facilities then questionnaires can be posted to Glasgow City Council, Job Evaluation Team, 40 John Street, Glasgow, G1 1JL.

## Can you support alternative arrangements?

Alternative arrangements can be provided if staff have any accessibility needs, you can email these requests to the job evaluation team at [JE-SUPPORT@glasgow.gov.uk](mailto:JE-SUPPORT@glasgow.gov.uk)

## I think that someone my team does a unique job but they are not listed, what do I do?

If you any of your staff do a unique job listed but they not on the spreadsheet, please email the Job Evaluation Team at [JE-SUPPORT@glasgow.gov.uk](mailto:JE-SUPPORT@glasgow.gov.uk)

## Why are unique jobs mainly being evaluated by questionnaires?

The nature of unique jobs means that there are fewer staff doing these jobs and the demands of the job are likely to more specific to an individual. Therefore, unlike the benchmark jobs a representative sample of job holders will not capture the demands of unique jobs as they will vary widely between jobs.

Everyone in a unique position therefore has a chance to tell us about their individual job by completing a questionnaire.

The information from questionnaire and any supporting documents will then be entered into the evaluation software used for all job evaluations, whether that's face-to-face or by questionnaire, so jobs are still



# Managers' Briefing:

## Job evaluation of unique jobs



measured in the same way for consistency. A sample of staff who complete questionnaires will also be interviewed, again this will make sure that job evaluations are consistent across all job categories.

### What happens if a job holder doesn't return a questionnaire?

This is a voluntary process so if someone decides not to take part then the job will still be evaluated. The team will evaluate the job using existing information and documentation and input from the line managers to gain a full understanding of the demands of a job.

### What happens next after questionnaires have been submitted?

Information from questionnaires will be input into the job evaluation system by a pair of job analysts then follow the same evaluation process as other jobs. If more information or clarification is required, then the job holder and line manager will be contacted.

Everyone will then be issued with a job overview document to check the facts of the job.

### Will there be an appeals process?

Yes, this is still under discussion and when details are agreed the process will be communicated.

### Can staff appeal if they didn't complete a questionnaire?

Yes – you will have the same access to the appeals process whether you have submitted a completed questionnaire or not.

### If staff are selected for interview, what will this involve?

Staff invited to take part in interviews will meet with a pair of trained job analysts and information regarding the demands of the job will be captured using the evaluation software. In addition to the completed questionnaire, staff may share any other supporting documents they feel are relevant to their job.

Interviews will either take place during normal working hours (in which case you will need to give staff the time off work to attend) or if staff don't work normal office hours, then individual arrangements can be made to enable staff to attend briefings and interviews. A work colleague or a trade union representative can attend an interview to offer support. Line managers should not attend interviews.

### More support

Information about job evaluation is on the website at [www.glasgow.gov.uk/jobevaluation](http://www.glasgow.gov.uk/jobevaluation) support includes:

- Frequently asked questions and answers
- Additional information about the job evaluation scheme.

Any questions or requests for additional support can be emailed to the Job Evaluation Team at [JE-SUPPORT@glasgow.gov.uk](mailto:JE-SUPPORT@glasgow.gov.uk)