



JOB EVALUATION



Job Evaluation Employee Briefing

Number 1

Plans for Job Evaluation

Glasgow City Council has committed to undertaking a Job Evaluation exercise, in partnership with our recognised trades unions GMB, Unison and Unite. ACAS describes job evaluation as a systematic and consistent approach to defining the relative worth of jobs within an organisation. Its outcome places jobs in a rank order according to overall demands placed upon the job holder; and this provides a basis for a fair and orderly grading structure.

We will be using the 3rd Edition of the Job Evaluation Scheme endorsed by the Scottish Joint Council for Local Government Employees, which is based on the principles and best practice advice set out by ACAS; and has been applied to staff in the majority of Scotland's Councils and to support staff in the Scottish Fire & Rescue Service and SPA/ Police Scotland.

The SJC JE Scheme will be applied to all employees in the council family, except Teachers. This includes employees of arm's length organisations.

The Job Evaluation Team and Operational Steering Group

A Job Evaluation Team and an Operational Steering Group have been set up to take the work forward. The Job Analysts have been recruited and includes representatives from each of our trades unions, our HR communities, and some external recruits with job evaluation experience from across the public sector.

The Job Analysts are currently undergoing extensive training in the application of the JE Scheme, and the use of the associated Gauge Evaluator software. Their training is being delivered and overseen by our appointed Independent Technical Adviser, who is the recognised leading expert in Job Evaluation in Scotland, and also by external mentors who have experience of applying the SJC JE Scheme in other organisations. Where appropriate, the Job Analyst Team will visit various work locations to help familiarise themselves with some of the different types of work being undertaken across the council.

Details of the membership of the Operational Steering Group and Job Analyst Team can be found on the council's website at

www.glasgow.gov.uk/jobevaluation



What is Job Evaluation?

Job evaluation is an analytical process that provides the basis for determining the relative value of different jobs within a job population. Information gathered about the demands of all jobs is assessed against a common framework of factors or headings that reflect the important aspects of work across the whole job population; and the 13 factors used in the SJC JE Scheme are:

1. **Working Environment**
2. **Physical Co-ordination**
3. **Physical Effort**
4. **Mental Skills**
5. **Concentration**
6. **Communication Skills**
7. **Dealing with Relationships**
8. **Responsibility for Employees**
9. **Responsibility for Services to Others**
10. **Responsibility for Financial Resources**
11. **Responsibility for Physical & Information Resources**
12. **Initiative & Independence**
13. **Knowledge.**

A copy of the ACAS guidance, and the Practice Manual of the SJC JE Scheme including the definition of each of the 13 factors, can be found on the council's website.

www.glasgow.gov.uk/jobevaluation

The starting point for the process is the evaluation of a benchmark sample of 113 jobs, covering jobs within the current grading structure of grades 1-8:

- **Jobs undertaken by large numbers of employees doing the same work**
- **Some generic jobs undertaken by employees doing broadly similar work in different departments, such as clerical and administrative jobs**
- **Jobs that are predominantly undertaken by employees of the same gender**
- **Jobs from across the Glasgow family.**

The 10 jobs undertaken by the largest groups of employees cover more than 50% of the workforces. The Operational Steering Group has identified the majority of benchmark sample of jobs; with further work to be undertaken to identify benchmark jobs between grades 9 -14. Details of the full benchmark sample will be published on the Council's website.

www.glasgow.gov.uk/jobevaluation

The outcome of the Job Evaluation exercise will be a rank order of jobs that will be used as the foundation for the development of new grading and pay structures which will be negotiated with the Trades Unions separately from the JE process.



Evaluation of the Benchmark Jobs

The evaluation of the benchmark jobs will be based on information gathered from:

- Person Specification, Role Profiles and Job Descriptions, if available
- Job Evaluation Questionnaires completed by a sample of employees who do each of the Benchmark Jobs
- Discussions with that sample of Job Holders, supported by the Evaluator software
- Line Managers of the Benchmark Job Holders.

Beginning this month, a number of employees will be identified to participate in the evaluation process as Benchmark Job Holders who taken together will be broadly representative of the variations in each benchmark job as it is carried out in different locations, for different services, at different times of day/periods of the year, or for different types of service users/recipients etc. Benchmark Job Holders will therefore need to have at least a couple of years' experience of doing the job; and should be fully experienced, competent and qualified, as appropriate to their particular job.

Our Job Analyst Team will be working to the accepted principles of good job evaluation practice endorsed by the SJC, specifically:

- evaluate jobs not people - evaluation is of the content of job and not of the abilities or performance of the individual jobholder
- assume acceptable performance of the job - the evaluation process assumes that the job is being performed to competent standard by a fully trained and experienced individual
- evaluate jobs as they are now - the evaluation should be based on job facts as it is undertaken at the current time, rather than how the job was done previously or how it may be done in the future.
- evaluate actual job content, not perceptions - the focus is on actual job content rather than assumptions or perceptions of the job, and does not consider desired level of pay, perceived importance, or issues of status sought or previously assigned.

The first groups of Benchmark Job Holders, their Line Managers, and their Trades Union representatives will be invited to attend briefing sessions in September where the steps of the evaluation process will be explained; and the 'Evaluator' software will be demonstrated. They will then be asked to complete a JE Questionnaire over the following two weeks which is set out under the 13 factor headings of the SJC JE Scheme. Job holders will



be provided with time during working hours and facilities to complete the JE Questionnaire and if need be can access support from their Trades Union representative, their Line Manager or the Job Analyst Team. Once the completed Questionnaire is received by the JE Project Team the job holder will be invited to attend a half day interview with members of the Job Analyst Team.

Interviews with Job Analysts

The Job Analyst Team will be located in three hubs – at Anniesland, Bridgeton and Govan – and that is where Benchmark Job Holders will be invited to attend to be interviewed about their job. The structure for the interview is provided by the 13 factors of the JE Scheme and key information about the demands of the job will be recorded using the Gauge Evaluator software. The software produces a Job Overview Document (JOD) which is a summary of the questions asked and the answers options selected; and in due course the Job Holder and their Line Manager will be asked to review and discuss the JOD to ensure it provides a factual basis for the assessment of the job.

The first few groups of benchmark job holders, Line Managers and Trades Union representatives will be asked to provide feedback on each part of the process; and any suggestions as to additional support needed or improvements to the process.

A rolling programme of briefing sessions and Interviews for groups of Benchmark Job Holders, their Line Manager and Trades Union representative will be undertaken over the coming months. An

overview of the workplan agreed by the Operational Steering Group will be placed on the council's website.

www.glasgow.gov.uk/jobevaluation

Keeping you informed

Throughout the evaluation process all employees will be kept updated about the progress and next steps of the evaluation process, which include quality assurance, consistency checking and appeals.

The Operational Steering Group will be meeting every 4-6 weeks over the coming months and will agree the content of further communications as they make decisions about the practical application of the SJC JE Scheme.

Job evaluation overview briefing sessions will also be provided for Managers, HR Teams and Trades Union representatives to make sure that everyone involved in supporting the evaluation process is fully informed.

You can email questions to JE-SUPPORT@glasgow.gov.uk or talk to your line manager. Frequently asked questions and copies of all communications will be published at www.glasgow.gov.uk/jobevaluation

There is a considerable amount of work to be undertaken in the coming months and the Operational Steering Group will be working together to ensure that the job evaluation process is both transparent and understood by all employees.