



Managers' Briefing

Job evaluation of secondary benchmark jobs



Background

Job evaluations 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 three **job categories**:

1. **Benchmark jobs** are the most common jobs in the council currently being evaluated by interviews with a representative sample for each job.
2. **Secondary benchmark jobs** are jobs where the work is very similar; these jobs will be evaluated in group interviews with a representative sample for each job.
3. **Unique jobs** are carried out by one person or only a few people; how to evaluate these jobs has still to be agreed by the Operational Steering Group (OSG) but it's likely that staff will be asked to complete questionnaires.

We are nearing the end of the process of evaluating **benchmark jobs** and will soon start evaluating **secondary benchmarks**.

Your role

To support the evaluation of **secondary benchmark jobs** in the council it is important that you do the following:

1. Tell your staff in **secondary benchmark jobs** that they fall into this category for evaluation purposes
2. Explain how the **secondary benchmark jobs** will be evaluated
3. **Send volunteer nominations for group interviews by 9 August**, where possible, to allow for initial interviews to be scheduled, to JE-SUPPORT@glasgow.gov.uk

Explaining job categories

For evaluation purposes, similar jobs have been grouped together based on information gathered from job titles, role profiles and with input from team managers and trade unions. Each job has then been matched to what we call an accepted position (unless it is a job that only one person does), and then categorised as either **secondary benchmark** or **unique**.

There are hundreds of very similar jobs in the council but many variations of job titles so this process has brought together secondary benchmark jobs where the demands are very similar, so that they can be evaluated in groups. Any remaining roles within your teams are likely to be **unique jobs** but this will be confirmed later as analysis of this information is ongoing.

Once a job has been mapped to a category it isn't set in stone, additional information may be considered to ensure accuracy which could result in a job being re-categorised.

Secondary benchmark positions for your team

The **secondary benchmark positions** for your service along with staff names are listed in a spreadsheet **here**. The file has a password which has been sent to you in a separate email. An example of the data is shown below.

Don't share this information, it's for your use only.



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An example of job titles mapped to secondary benchmark roles

Grade	SAP Position (job title as shown on payslip)	Secondary Benchmark Position (Accepted Position for Job Evaluation purposes)
Grade 3	Clerical Assistant	SB003 - Clerical Officer
Grade 3	Clerical Officer	SB003 - Clerical Officer
Grade 3	FI Business Support Officer	SB003 - Clerical Officer
Grade 3	Financial Inclusion/Tackling Poverty Ast	SB003 - Clerical Officer

Explaining job evaluation

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.

Every job category will be evaluated using the same type of questions 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 evaluations. This means that we are using a consistent approach to gathering information about jobs throughout the evaluation process to ensure fairness and equality for everyone.

Secondary benchmark jobs will be evaluated by group interviews, with a representative number of staff being interviewed for each job. The process is explained below.

- Secondary benchmark job holders and any trades union representatives will be invited to a briefing session at one of the hubs in the city.
- Staff will be asked to complete a pre interview questionnaire following the briefing, the questionnaire is set out under the 13 factor headings of the job evaluation scheme.
- The questionnaire can be completed in a group following the briefing.
- The job holders will then take part in a group interview of around a day in duration.
- Interviews will be carried out by trained job analysts and information will be captured using the evaluation software and discussions around the demands of the job. Staff can also share any other supporting documents they feel are relevant to explaining their job.

Interviews will either take place during normal office 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 will be made to enable staff to attend briefings and interviews.

Everyone should be provided with time during working hours to complete the questionnaire and if need be, support from a trade union representative, line manager and a job analyst.

A work colleague or a trade union representative can attend an interview to offer support. Line managers should not attend interviews.



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Staff should be reimbursed with travel expenses in the normal way and following local processes.

Nominating staff for interviews

The job evaluation scheme sets out who is best suited to attend voluntary interviews to represent the jobs they do; this includes staff who:

- have at least two years' experience in the job
- can easily describe what they do
- are comfortable discussing their job with a trained analyst
- can complete a questionnaire and review a job outcome document
- are broadly representative of people doing that job.

Please encourage the staff in **secondary benchmark jobs**, who meet the criteria to volunteer, to take part in group interviews. Nominations should be sent **by 12 August**, where possible, to JE-SUPPORT@glasgow.gov.uk

Once nominations have been received, briefings and interviews will be scheduled, and staff will be invited to take part. Remember, you must provide volunteers with support throughout the process, including time to attend briefings, complete the questionnaire and participate in interviews.

More information

Remind staff that information is on the website [here](#) and encourage them to look at the [frequently asked questions](#) and email any other questions to JE-SUPPORT@glasgow.gov.uk