



JOB EVALUATION



Number 2

Managers' Briefing: Job Evaluation Update

This briefing provides an update about the job evaluation process in the council and a selection of frequently asked questions and answers.

Your role

As a manager of front-line teams please include the information below in your next team meeting or staff briefing session:

1. Job evaluation interviews – supporting staff
2. Next step - interview work plan and benchmark jobs
3. Frequently asked questions and answers
4. Steps to job evaluation.

Information on the council's website

A dedicated page on the council's website at www.glasgow.gov.uk/jobevaluation has been set up so that everyone can access the information at any time, from anywhere and using their own device, if need be.

To promote the website posters are available to print locally for notice boards and staff areas. You can download the posters from the website in the communications section [here](#).

Email your questions

Email questions from your teams to the Job Evaluation Team at JE-SUPPORT@glasgow.gov.uk



1. Job evaluation interviews

By now everyone should've received information about the job evaluation process in the council. The starting point for the process is to evaluate the benchmark jobs covering grades one to eight. The list of benchmark jobs is on the website [here](#)

The Operational Steering Group, including the Trade Unions, agreed that the following benchmark jobs were included in the first round of interviews:

- Glasgow Life Attendant
- Social Care Worker
- Clerical Officer
- Child Care Development Officers
- Planners
- Community Enforcement Officer.

Supporting staff for interviews

Before the interviews started, volunteers from the job groups above were invited to a briefing session about the job evaluation process, which included a demonstration of the scheme's electronic questionnaire. Managers and Trade Unions representatives were also invited to attend the briefings to support staff through the process.

Staff were then asked to complete a paper version of the questionnaire in preparation for the interview. Around two weeks after the

briefing session the benchmark job holders were then invited to an interview with a job analyst to go through the scheme's electronic questionnaire to capture information about the demands of their job. Staff can also invite another person to the interview for support, for example, a trade union rep or colleague.

The interviews and briefings took place at the three hubs at: Govan, Anniesland and Bridgeton, during normal working hours and staff were given the time off work to attend. Interviews are all on a voluntary basis.

The Job Evaluation Liaison Officers in HR teams and line managers were involved in identifying benchmark job holders to attend briefings and interviews.

You can read an overview of the job evaluation process on page six.

2. Next steps

The Operational Steering Group has also agreed the following benchmark jobs will be included in the next round of interviews. The process of briefing and interviewing staff will then be repeated until all the benchmark jobs have been evaluated.

- Parking Attendant
- Neighbourhood and Sustainability Operative 1
- Cleaner
- Catering assistant



- Support for learning worker
- Child Development Officer
- Clerical officer
- Glasgow Life Attendant
- Social Care Worker.

Further work is required to identify benchmark jobs for grades 9 to 14, as well as the generic and unique jobs. The interview process will continue until all jobs in the council have been evaluated.

Remember, not everyone need to be interviewed for benchmark and generic jobs, it's a sample that's required to represent the majority of job holders. Unique job holders will all be interviewed as only one person does the job.

3. Questions and answers

Will job evaluation affect my pay?

At this stage we don't know how job evaluation will affect individuals but we do know that everyone will be affected as all jobs will be evaluated.

The pay and grading scheme to be applied following the job evaluation process hasn't been chosen yet. This will be the decision for a future committee. In the meantime all jobs in the council have to be evaluated and placed in a ranked order to make sure

that every job is categorised in the right way – then a pay and grading scheme will be applied to determine everyone's pay.

It's important that everyone understands that job evaluation is the route to a new pay and grading scheme.

When are any changes to pay likely to happen?

The aim is to implement the new pay and grading scheme by March 2021.

How will you carry out the job evaluations?

There are thousands of jobs in the council family and we don't need to interview everyone individually. Jobs will mainly fall into three categories:

Benchmark (the most common jobs) and generic jobs (jobholders who do broadly the same work) these groups can be covered by a single evaluation with a representative number of staff being interviewed for each category.

Unique jobs (carried out by only one person) - all other jobs are more likely to be evaluated with one-to-one interviews.



Everyone selected for interview will complete an electronic questionnaire. The questionnaire will follow scheme factors to evaluate jobs and this helps to avoid aspects of jobs more commonly performed by women being omitted or undervalued in the evaluation process, compared to those of jobs more commonly carried out by men.

What is a benchmark job?

Benchmark jobs are jobs from the council family undertaken by large numbers of staff doing the same work. This can also include some generic jobs undertaken by staff doing broadly the similar work in different teams, such as clerical and admin jobs. The ten benchmark jobs undertaken by the largest groups of employees cover more than 50% of the workforce.

How will you pick people for interview from the job groups?

The Job Evaluation Liaison Officers in HR teams and line managers will be involved in consulting with benchmark job holders to attend briefings and interviews.

The local line management team will ask staff to volunteer for interview according to the scheme selection criteria, which includes:

- have at least two years' experience in the job

- can easily describe what they do
- are comfortable discussing their job with a trained analyst
- are able to complete a questionnaire and review a job outcome document
- are broadly representative of people doing that job.

Who will carry out the job evaluation interviews?

Interviews will be carried out by trained job analysts and information will be captured using an electronic questionnaire - the same questionnaire is used for everyone.

Everyone who volunteers to be interviewed can ask for a trade union representative or a third person to be present.

During a job evaluation will my performance be assessed?

No, job performance is not assessed.

The aim is to evaluate the job, not the jobholder, and to provide a way of assessing the demands of a job that is as objective as possible. Jobs will be evaluated as they are now rather than how the job was previously done or might be done in the future.



What will the outcome of job evaluation be for me?

All jobs evaluations are agreed by the Operational Steering Group including representatives from the council family and trade unions. After this can be agreed every employee will receive a job overview detailing the demands required to do their job.

Jobs are then placed in a rank order according to the overall demands placed on the job holders as determined by the evaluation process. This provides a basis for a fair and orderly grading structure.

Everyone will receive a statement of particulars detailing the grade and pay applicable to their job outcome.

Do I have the right to appeal my job outcome?

Every employee will have the right to appeal their outcome from job evaluation. We will tell you more about this process once the details have been agreed with the Trade Unions and before job outcomes are published.

4. Steps to job evaluation

When evaluating the jobs the following principles will apply:

- Evaluate jobs not people
- Assume the jobholder is fully competent, do not consider the individual's performance
- Evaluate jobs as they are now, not as they were or might be
- Evaluate job content, not perceptions or desired levels of pay or importance.

The main steps to evaluate all jobs in the council are explained below.



Step 1 - list all the jobs
Gather information about all jobs in the council from role profiles and service managers then categorise the jobs into groups: benchmark, generic and unique jobs.
Step 2 - gather information
Job holders will be asked to describe what their job involves in an interview with a job analyst. The information will be captured using an electronic questionnaire. The paper questionnaire will also be used in the interview together with any other supporting evidence the job holder wants to bring.
Step 3 - consistency checking
Job analysts will use all the information gathered about jobs to make sure the job facts are consistent. A job overview document is created for each job from all the information gathered. All the same jobs are covered by a single job overview, unless the job is unique which will have its own job overview.
Step 4 - check the facts
Line managers are then asked to check the facts in the job overview documents for the jobs in their area. The job holders who were interviewed will also be asked again to check the facts in the job overview.
Step 5 - evaluation of jobs to create a rank order
All jobs evaluations are agreed by the Operational Steering Group including representatives from the council family and trade unions. Jobs are then placed in a rank order according to the overall demands placed on the job holders as determined by the evaluation process. This provides a basis for a fair and orderly grading structure.
Step 6 - Appeals process
Everyone will have the opportunity to appeal their job outcome.