

Title of meeting: Employment Committee

Date of meeting: 17th June 2014

Subject: Job Evaluation

Report by: Jon Bell - Head of HR, Legal and Procurement

Wards affected: N/A

Key decision: No

Full Council decision: No

1. Purpose of report

At the Staff Joint Committee on 3rd April 2014, it was requested that a report be submitted to the Employment Committee to provide a review of the job evaluation system, Trade Union involvement in the process and recommendations to address what Trade Unions perceive to be a lack of transparency around the JESS scheme. It should also review Trade Union Facilities time for Trade Unions to attend the Felt Fair Panel.

2. Recommendations

The Trade Unions have requested greater transparency with regards to the job evaluation process. To meet this request, it is recommended that:

- (i) Managers are provided with guidance as to when it is appropriate to review a post that needs to be re-evaluated, to ensure that re-evaluations are undertaken within a relevant timescale and includes input from the appropriate people.
- (ii) Job Re-evaluations are taken to Felt Fair Panel for consideration, even if the evaluation has resulted in no change to the current band.
- (iii) Employees are offered feedback to explain the outcome of a re-evaluation where the outcome has resulted in no change to the band of the job.
- (iv) The communication process is improved to inform employees of the outcome of the re-evaluation request, via written communication to both the employee and line manager.
- (v) A wider review is undertaken of Trade Union Facilities time and how this is put to best use to enable Trade Union representatives to have the time to attend the Felt Fair Panel.

- (vi) Training is provided to the Trade Union representatives that will be present on the Felt Fair Panel process and the role of a Felt Fair Panel member.

3. Background

- 3.1 Following a dispute with the Civil Enforcement Officers regarding the outcome of a re-evaluation request, Unite the Union had requested a Staff Joint Committee meeting to be held so the matter of "Job Evaluation", amongst other subjects, could be raised as a whole.
- 3.2 It was agreed in the Staff Joint Committee meeting held on 3rd April 2014, that a paper be presented to the Employment Committee to address on-going concerns that the Trade Unions have regarding the Job Evaluation Scheme (JESS) currently in place at the City Council, namely around the following:
- a) The Trade Unions involvement in the process
 - b) How can the process be changed to make it more transparent
 - c) Facilitation time for Trade Unions to attend the Felt Fair Panel, which takes place fortnightly.
- 3.3 Full details of the Job Evaluation process are provided in Appendix A.

4. Reasons for recommendations

- 4.1 **Managers are provided with guidance as to when it is appropriate to review a post that needs to be re-evaluated, to ensure that re-evaluations are undertaken within a relevant timescale and includes input from the appropriate people**
- 4.1.1 The JEQ for each role is owned by the manager, as the manager dictates the type of roles and duties required within the team to provide the appropriate level of service. It is accepted that since 2009, following the amount of structural reviews that have taken place, and continue to take place across the organisation, changes in service provision, legislation, technology, etc. that some posts will inevitably change.
- 4.1.2. It is recommended that guidelines are written for managers to clearly outline when a post is likely to need re-evaluation and what the appropriate steps are to do this effectively.
- 4.1.3. In addition to the guidelines, further information regarding the JEQ re-evaluation process can be provided directly to managers via the HR Service, particularly for situations such as organisational change.
- 4.2 **Job Re-evaluations are taken to Felt Fair Panel for consideration, even if the evaluation has resulted in no change to the current band.**

- 4.2.1. At present, all new job evaluations and re-evaluations where the band has gone up or down are taken to the Felt Fair Panel to consider if this result "feels fair" compared to all other posts within the organisation.
- 4.2.2. It is recommended that job re-evaluations that result in "no change to the existing band" are also taken to the Felt Fair Panel for consideration to add a further level of transparency and robustness to the process. They are not currently taken as they have already been through the Felt Fair Process when the pay band was originally agreed.
- 4.2.3. If the Felt Fair Panel do not agree with the evaluation outcome, the post is deferred for further review by an evaluator and further information provided to the Felt Fair Panel until a conclusion is reached.
- 4.3 Offer employees feedback to explain the outcome of a re-evaluation where the outcome has resulted in no change to the band of the job.**
 - 4.3.1. Currently, once a post has been re-evaluated, the manager is informed of the outcome, whether the post has gone up, down or remains unchanged. It is the manager's responsibility to feedback the outcome to the employee(s). In most circumstances, this method of communication has proved to be adequate.
 - 4.3.2. However, it is recognised that some employee(s) require further information as to why a re-evaluation has resulted in no change to the existing band. In this event it is recommended that a trained evaluator provides comprehensive feedback as to why this is the case. Due to the number of re-evaluations received, it is recommended that this is provided on request and not routinely.
 - 4.3.3. The feedback provided will not include any reference to the matrices or calculations within the JESS system, as to do so would result in an infringement of the Licence Agreement between Portsmouth City Council and The Reward Partnership (TRP).
- 4.4 Improve the communication process to inform employees of the outcome of the re-evaluation request.**
 - 4.4.1. As detailed in 4.3 above, there is currently no formal communication process to notify the employee(s) of the outcome of the re-evaluation request from the HR Service. The outcome is communicated by the individual's line manager and this may be done verbally, via email or in writing, and very much depends on the manager's preferred methods of communication.
 - 4.4.2. It is recommended that a letter is sent (potentially via email) to the individual to confirm the outcome of the re-evaluation and what necessary action may be taken as a consequence. For example, if the post has been placed in a higher band, the letter would include details of the effective date of the change in salary. If there was no change, the letter would provide details of how to arrange for feedback.

4.5 A review to be undertaken of Trade Union Facilities time and how this is put to best use to enable Trade Union representatives to have the time to attend the Felt Fair Panel.

4.5.1 The Trade Union representatives are provided with "reasonable" facilities time in order to fulfil their trade union responsibilities. This may include Health and Safety or Training responsibilities, as well as the more traditional convenor role. The Trade Unions are responsible for managing their own diaries during the period of facilities time. However, they feel that they do not always have time to attend the Felt Fair Panel.

4.5.2 It is recommended that the Trade Union representatives complete a monthly timesheet that is submitted to the HR team, via the branch representatives, so that facilities time can be reviewed. This information has been requested previously but never provided but will be essential to conducting a meaningful review.

4.6 Provide training to the Trade Union representatives on the Felt Fair Panel process and the role of a Felt Fair Panel member.

4.6.1 On joining the Felt Fair Panel, panel members are given a brief training session, providing information on the role, the information provided to each panel, the running format, questions likely to be asked, etc. It is recommended that the trade union representatives that are likely to attend the Felt Fair Panel are provided with the same training and opportunities for refreshers can be requested where it is deemed necessary and appropriate. Whilst this has been provided in the past, there have recently been new members of the trade union attending who have not received this training to date.

5. Equality impact assessment (EIA)

An Equality Impact Assessment is not required as the recommendations in this report do not raise any equality issues.

6. Legal comments

Portsmouth City Council is contractually prohibited from disclosing in full, the matrices and calculation methods used within the JESS system. The scores, matrices and calculation methods will not therefore be disclosed to a third party as to do so would constitute a breach of contract on the part of the City Council.

7. Head of finance's comments

There are no financial implications arising from this report.

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Signed by:

Appendices:

Appendix A: Job Evaluation Process paper

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by on

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Signed by: