

27th October 2023

WLGA JOB EVALUATION EXERCISE

Purpose

1 This report provides information for members on the planned WLGA job evaluation exercise.

Background

2 The Senior Management Review undertaken by Jack Straw earlier this year recommended that the WLGA commission a full job evaluation and pay review. This recommendation was supported by members of the WLGA Executive Board at its meeting on 26th May 2023.

3 The LGA, supported by the WLGA HR team, has been commissioned, as a neutral third party, to undertake the full job evaluation exercise and independently evaluate all existing posts. This will provide much needed capacity and expertise to undertake the exercise swiftly and also independently. The LGA will also support the design and development of a new pay and grading structure for the Association.

4 The job evaluation exercise was initially delayed due to staff changes at the LGA, with new staff brought in to provide the job evaluation service following the retirement of the previous postholder.

5 The WLGA HR team will receive training and will administer job evaluation once the current exercise has concluded, this will include establishing internal support structures that promote the participation and involvement of staff and recognised trade unions in ongoing job evaluation activity.

WLGA Job Evaluation Exercise

6 The job evaluation process will involve evaluating each job, based on the demands of the role, to make sure it is fairly ranked. The rank order of jobs will then support the work to design a new pay and grading scheme and make sure that everyone is paid equally for equal work.

7 It is proposed that two job evaluation schemes are used, the LGA Senior Managers Scheme for members of the Strategic Management Team and the NJC Scheme for all other posts across the Association.

8 The rationale for using two schemes is as follows:

- 8.1. Two or more schemes applied to reflect the difference in responsibilities and accountabilities for senior managers, such as members of the strategic management team and the wider workforce is current established practice across local authorities in Wales and elsewhere.
- 8.2. The use of two schemes is understood and is supported by WLGA recognised trade unions.
- 8.3. Whilst in theory either scheme could be applied as both are job analytical schemes, there is a need to use the scheme most effective and best suited to the job roles being evaluated, so that jobs are assessed against suitable comparators. The senior managers scheme is accepted as best suited to senior leadership teams and the NJC scheme suitable for the wider workforce across both managerial and non-managerial roles.
- 8.4. The LGA Senior Managers Scheme is designed to evaluate members of senior leadership structures such as a Strategic Management Team or Corporate Leadership Team, recognising that members will have additional and different responsibilities and accountabilities regarding the strategic management of the organisation, such as strategic leadership and direction, corporate decision-making and delivery, corporate governance and stewardship.
- 8.5. The Local Government Job Evaluation Scheme (or 'NJC scheme') has been developed jointly by the National Joint Council for Local Government Services (NJC) as a key part of the process to achieve single status for jobs within scope of the Green Book. However, the NJC scheme is understood to have limitations where it ceases to be relevant at a certain level.
- 8.6. Advice received from the LGA based on their expertise in job evaluation methodology which advocates:

the importance of determining the analytical job evaluation scheme that will most effectively hierarchically rank job roles. We have recommended the implementation of:

- *the LGA Senior Managers JE Scheme – for Senior Management roles; and*
- *the NJC JE Scheme – for non-senior management roles*

- 9 Two key areas of work are planned to enable implementation. The first will see the job evaluation exercise completed and key principles regarding the design of a new pay and grading structure explored. The second will see the development of a new pay and grading structure.
- 10 A programme of work has been initiated by the WLGA HR team, working with the LGA, to undertake preparatory work in support of the job evaluation including an equal pay audit to identify risks.
- 11 The NJC job evaluation scheme will be launched to staff early in November 2023 and the results will be analysed by the LGA in January 2024.

- 12 The proposed Senior Managers Scheme for the Strategic Management Team is being finalised and is also planned for analysis by the LGA in January 2024.
- 13 A new pay and grading structure will be developed between January -March 2024, with implementation planned for early in the next financial year.

Governance

- 14 The constitution provides for decisions regarding the terms and conditions of staff to be undertaken by the Chief Executive:

*23.2 The Chief Executive may appoint on behalf of the Association such other staff as may be necessary for the purpose of implementing the Association's aim and objectives **upon such terms and conditions as the Chief Executive deems appropriate**; Directors will be appointed in a process established by the Chief Executive that will involve relevant Office Holders or Spokespersons.*
- 15 Proposals for the design and development of a new pay and grading structure will require oversight and scrutiny, it is proposed that this is undertaken by a panel comprising the Chief Executive, Leader, Deputy Leader and Spokesperson for Finance and Workforce. Proposals are to be discussed and agreed.
- 16 WLGA recognised trade unions will also need to be involved and consulted on the outcome of the job evaluation exercise and design of the new pay and grading structure. Discussions are continuing with both Unison and GMB to determine how this is best achieved.

Communication and engagement

- 17 WLGA recognised trade unions have been engaged and informed both around the Senior Management Review and more recently in respect of the job evaluation exercise. Trade Unions have requested involvement once the initial job evaluation exercise is undertaken and rankings are known. Trade Unions wish to be a part of discussions to manage the outcome of the job evaluation exercise and be consulted on the design of a new pay and grading structure.
- 18 Staff have similarly had key findings from the Review shared and are aware that a full job evaluation exercise is planned as a consequence of the recommendations. The Chief Executive and Deputy Chief Executive have provided staff updates and attended team meetings to discuss the findings of the review and answer questions from staff.

NJC Job Evaluation Scheme Communications plan

- 19 A communication plan has been agreed with key messages and planned activities to inform and engage employees about the upcoming introduction of the NJC job evaluation scheme within WLGA. This will help ensure transparency, understanding, and acceptance of the new scheme.
- 20 Details of the NJC job evaluation scheme, the process and next steps will be launched with staff the week commencing 06 November 2023.

21 Key messages to staff:

- 21.1. **Context:** Provide background to the decision to undertake a job evaluation exercise by referencing the Senior Management Review and recommendations.
- 21.2. **Purpose:** Explain why we are implementing a job evaluation scheme, emphasising its importance in ensuring fair and equitable compensation.
- 21.3. **Benefits:** Highlight the advantages for employees, such as improved transparency, career growth opportunities, and fairer compensation.
- 21.4. **Process:** Describe how the scheme will work, including the criteria and methodology used for job evaluations.
- 21.5. **Timeline:** Provide a clear timeline for the rollout and key milestones.
- 21.6. **Support:** Share available resources, training, and support channels for employees during the transition.

22 Communication Channels:

- 22.1. **Sharepoint 'staff resources' site/staff bulletin:** Create a dedicated staff bulletin and use this and the 'staff resources' site to share regular updates, FAQs, and relevant documents with all staff.
- 22.2. **Manager Briefings:** Provide dedicated line manager briefings to equip managers with information to help them communicate with their teams effectively.
- 22.3. **Surgeries:** Conduct surgery sessions for employees and managers to understand the scheme and how it impacts them.
- 22.4. **Team meetings:** Encourage managers to have monthly team meetings as a minimum and have job evaluation as a standing item on the agenda.
- 22.5. **One-to-One Meetings:** Encourage managers to have regular (monthly) individual discussions with their team members to address specific concerns.
- 22.6. **FAQs** – Please see proposed Frequently Asked Questions to support launch at Annex I.

23 Activities and Timeline:

Action	By who?	By when?
Pre-launch preparations	WLGA HR	Complete by 3 November 2023
Initial announcement to all staff: Staff Update	Chief Executive/ Deputy Chief Executive	6 November 2023
Issue initial communication with FAQs and guidance to all staff – Confirm timetable for implementation	WLGA HR	Start Week commencing 6 November 2023
Regular dedicated staff bulletin and SharePoint updates incl FAQs - Agree frequency	WLGA HR	Start Week commencing 6 November 2023
Training for all staff - Agree timetable	WLGA HR	Start Weekly commencing 6 November 2023
Issue JE questionnaires and JD templates to teams with completion deadlines – Agree schedule/align with training	WLGA HR	Start Weekly commencing 6 November 2023
Manager briefings - Agree frequency and timetable	WLGA HR	Start Week commencing 20 November 2023
Surgeries for all staff – Agree frequency and timetable	WLGA HR	Start Week commencing 20 November 2023
Team meetings – Monthly	Line Managers	Start Monthly commencing 6 November 2023
One to One's – Monthly	Line Managers	Start Monthly commencing 6 November 2023
Initial Feedback collection and analysis	LGA	Week commencing 8 January 2024
Full implementation including new pay and grading structure	WLGA HR	Complete by 31 March 2024
Ongoing support and delivery of new JE scheme for new or changed posts	WLGA HR	From 01 April 2024

Recommendations

24 Members are asked to:

24.1. Note the update on the WLGA Job Evaluation Exercise.

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Annex I

Proposed FAQ's - NJC Job Evaluation

What is job evaluation?

It is an objective and systematic process for establishing the relative value of jobs. In other words, it compares different jobs in the Association and places each job in a rank order according to the demands it places on the job holder. It evaluates the job, not the person doing it.

What job evaluation system does the Association use?

The Association uses the NJC's Job Evaluation Scheme this has been agreed by employers and Trade Unions. The scheme is used by the Association to evaluate all jobs except SMT.

Why are SMT being evaluated under a different scheme?

SMT are under a different scheme to allow for the level of accountability the roles demand within the Association.

Why can't I just pay the job what I think its worth?

To ensure that the Association complies with equal pay legislation it is important that jobs are graded using an approved evaluation scheme.

When should a job be submitted for evaluation?

All jobs change over time with the introduction of new technology and or legislation and these changes may not necessarily result in the job needing to be evaluated. However, if there have been significant changes to a job which have changed the levels of responsibilities, qualifications required then it is important that the post is evaluated to ensure that the correct grade is being paid. The introduction of flexibility, multi - skilling and new operational methods may have implications on the grade of a job.

The volume of work has increased significantly does the post need to be submitted for evaluation?

Posts should be evaluated where there has been a "material change". Therefore, an increase in the volume of tasks will not necessarily result in a change to grade if the increased tasks are more of the same then it is unlikely there is a need to submit the post for evaluation. However, if the increase in the amount of work requires the work to be done in a different way, involves more complex processes then the post should be reviewed by the job evaluation team.

My job has changed, can I have it evaluated?

All jobs change over time. If you believe that the grade of your post no longer reflects the duties/responsibilities, then you should discuss this with your line manager. Grading requests must be submitted by managers. The Association recommends Job Descriptions are reviewed regularly, (minimum of six months, maximum of two years).

What paperwork do I need to complete?

You will need to complete a Job Evaluation Questionnaire based on your current job description/role. It is important that this paperwork is completed to ensure that

standard information is collected in a consistent way. A current structure chart must also be submitted.

What information is needed for the questionnaire?

The questionnaire is divided into 4 parts:

1. General information – this is where you can provide basic information about the job and where it sits in the structure.
2. Job purpose – give a brief description of the job, its purpose and what you expect it to achieve, also list the main activities of the job. This information will be found in the job description.
3. Demands of the job –where you provide information in relation to each of the factor headings. It is this information that is used to evaluate and obtain a grade for the job. The more examples you can give in relation to the factor the more helpful this is for grading. It is important that you describe the duties of the post in relation to a normal working day and satisfactory work performance.
4. Any other information – anything else that you think would be useful information, that hasn't been covered by the 13 Factors.

Why do I need both a job description and a grading form?

A job description describes the purpose, key tasks, skills and knowledge required for the post. The grading form describes the level of responsibility associated with the job and it is this information that is used to grade the post.

I need to create a new job what do I need to do?

You will need to prepare a job description and the appropriate grading paperwork and have this signed by your SMT member prior to submitting it for grading.

How long will grading take?

From when completed and signed paperwork is submitted, your job will normally be graded within 4 weeks.

My employee is over/under performing and I am not paying them what they are worth, can I get their job evaluated?

Job evaluation is concerned with the job and not how it is performed. If there are performance issues please use the [Performance Review Policy and Procedure](#)

Why are the 13 factors important?

The 13 factors are used to determine the grade of the job. The factors have been designed to provide information on the full range of duties/responsibilities associated with the job. It is this information that the job evaluation team use to determine the points score for the job and the subsequent grade.

For each of the 13 factors the following information is required:

- Nature of demand – what type of demand is it – physical/mental.
- Degree of demand – to what extent is the demand required, low/medium/high.
- Frequency of demand – how often, occasionally/regularly/constantly.
- Duration of demand – how long, short/medium/long.

What are the factor levels?

Each of the 13 factors are divided into different levels of demand ranging from low to high. For a job demand to be assessed at a particular level it must meet all the definitions at that level.

How are factor levels used?

The factor levels for the job are translated in points and this gives the overall score for the job which then gives the grade for the job.

Who is on the panel?

The panel will initially be made up of LGA personnel. Once the scheme has been implemented within the Association the panel will consist of at least three trained job analysts, including the panel chair.

What is the purpose of the panel?

The panel consider all the information contained in the questionnaire and use this to come to a consensus decision on the appropriate level for each factor.

Will I have to attend the panel?

The panel may or may not request the line manager to attend to answer questions they may have on the information submitted or for additional information to be provided.

The panel have given me their decision, what happens next?

The decision of the panel will be signed off by SMT.

The panel evaluated the post differently to the grade requested, is there anything I can do to change it?

If you do not believe that the grade reflects the duties/responsibilities of the post, then you can appeal and submit additional paperwork detailing any aspects of the job that either you do not think were included in the original paperwork or were not explained fully.

How soon can I advertise the job following evaluation?

For new or vacant posts, once a decision has been reached and all the paperwork has been signed off, then you can advertise the job following the Recruitment and Selection process.

The post has been evaluated, what happens about changing salary scales for existing staff?

Once the grading paperwork has been signed off, then you should submit a contractual change form for each member of staff affected. The date of change will be the date that the request form was signed by the Chief Executive/SMT.

Where can I get more information?

There is lots of useful information on SharePoint, WLGA Staff Resources or you can ask a member of the WLGA HR Team who will be happy to help.