

**THE HIGHLAND AND ISLANDS FIRE BOARD**  
**JOB EVALUATION SCHEME**

Agenda Item	
Report No	

**Summary**

HIFRS is legally obliged to provide a Job Evaluation Scheme to its employees under the 1999 Scottish Joint Council Single Status agreement, and this paper outlines recommendations from HIFRS, endorsed by the Personnel Adviser to the Fire Board, for meeting these requirements.

1. Background

In 2004, the Fire Board agreed that HIFRS would work with the Highland Council and its resources to meet the legislative requirements relating to Job Evaluation and Single Status.

However, the demands that the introduction of Job Evaluation has created for its own resources, along with other internal pressures, has meant that the Highland Council is not in a position to easily offer any such support in the short or medium term.

Consequently, HIFRS agreed with the Personnel Adviser to the Fire Board, that they would investigate best value options to undertake Job Evaluation and Single Status, and present these to the Fire Board for consideration.

In determining the best approach, the Service considered the three options available to it in order to implement an analytical JE scheme:

- proprietary, off the shelf package,
- the COSLA Gauge System,
- a tailor made approach.

Each of the methods was considered against a number of criteria:

- Ability to assess all roles appropriately
- 'felt fair' by staff
- Availability of Specialist outside support

- Ease of sustainability
- Cost
- Union support
- Pay modeling
- Testing of Scheme
- Equality & Diversity
- Time frame

The Options Appraisal Summary as shown as Appendix 1 gives an outline of the benefits and drawbacks for each of the approaches against specific criteria.

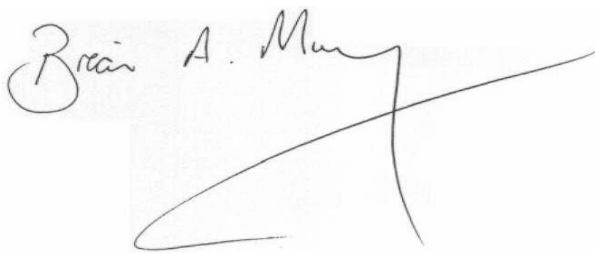
### **Recommendation**

The COSLA JE scheme was found to offer the most suitable overall solution to HIFRS. However, to aid communication for such a vital process, it is recommended that we invite ACAS to facilitate the agreement of our terms of reference with the Unions to ensure a positive start to the process.

This recommendation will produce a cost effective and timely solution for harmonising terms and conditions and introducing a pay structure based on a job evaluation scheme built around the principles of equal pay.

Anticipated costs have been included as appendix 2.

HIFRS, supported by the Personnel Adviser to the Fire Board, ask that the Board accept the proposals for Single Status Job Evaluation with its anticipated timescales as indicated in appendix 3

A handwritten signature in black ink that reads "Brian A. Murray". The signature is written in a cursive style and is positioned above a large, stylized flourish that extends across the width of the signature area.

**BRIAN A MURRAY**  
**CHIEF FIRE OFFICER**

**28 February 2008**

## Appendix 1

### OPTIONS APPRAISAL SUMMARY

Criteria	SJC - Gauge	Hay	In-House
Ability to assess all roles appropriately	Negative response from Fire Services using the system as part of the Council scheme. Positive feedback as stand alone system.	Had to be adapted to suit public sector roles, adding considerable time to the process	Needs dedicated resource at both a senior and middle manager level to ensure that all roles are assessed and factor plans built and weighted accordingly
'felt fair' by staff	Felt fair as was designed specifically for roles and culture within the Scottish public sector	Perception that staff are unconvinced that this is the appropriate tool for the public sector	Design needs to involve staff at all levels to ensure they do not perceive the scheme as a management tool to achieve a pre-determined outcome
Availability of Specialist outside support	Telephone & consultant support available	Telephone & consultant support available	Telephone & consultant support available during implementation
Ease of sustainability	On-going consultancy and software support available	On-going consultancy and software support available with the possibility of a plethora of add-ons – there was uncertainty over what was essential and what was desirable	Difficult to sustain in the longer term. If we choose ACAS then once implemented the system becomes ours to maintain. Sustainability will depend on the development of internal skills and knowledge
Cost	£8,000 (including pay modeling) plus £400 per annum software licensing for job	£35,000 (excluding pay modeling and ongoing ongoing license charges)	£15,000

	evaluation and pay modeling packages		
Union support	Supported by UNISON and GMB through COSLA	Less popular with unions as seen as a private sector tool, and UNISON and GMB helped develop the Gauge system	Less popular due to a perception that the scheme could be used as a management tool to achieve a pre-determined outcome. Even with using ACAS there was the question that if we are paying, how can it be independent?
Pay modeling included?	Yes	Yes – including access to external role benchmarking data at extra cost	No
Testing of Scheme	Job Analyst team selected representative sample of jobs from every Scottish Authority	In use in over 9,000 organisations throughout the world	Feasibility and consistency would need to be checked internally by use of a pilot
Experience of HR staff	None	None	None
Equality & Diversity	Scheme reviewed and found to be non-discriminatory through the EOC	System has recently been reviewed to take account of recent changes in equal pay legislation.	This would need to be independently assessed with an equality impact assessment being conducted by an external agency.
Time frame	Scheme available for immediate use	Delay would be incurred due to requirement to adapt for HIFRS specific	Significant time would be required to design and pilot the scheme

**Costs Of Implementation**

	Provider	One off costs	Ongoing Costs
Agreeing terms of reference and training steering group	ACAS	£5,000	
Associate membership of COSLA consortium	COSLA Consortium	£3,000	
Membership of Consortium User Group	COSLA Consortium	£250	£250
Delivery and Installation of software	COSLA Consortium	£1,500	
Helpdesk support from Pilat (UK) Limited	COSLA Consortium	£300	£300
Tailored modifications to software	COSLA Consortium	£850	
Job analyst training	COSLA Consortium	£1,000	
Technical consultancy support	COSLA Consortium	£1,000	
Pay and Grading guidance	COSLA Consortium	£1,000	£400
Grade Designer software	COSLA Consortium	£1,000	£100
<b>Total Cost</b>		<b>£14,900</b>	<b>£1050</b>

**The costings do not include the time of staff within the Service as this has already been factored as part of the business planning process for 2008/09.**



Task Number	Action required
1.	Agree process and costs with the Fire Board (meeting 22 April)
2.	Identify Job evaluators and key personnel to organise training
3.	Purchase relevant software and identify appropriate machine to load / operate
4.	Assess what job descriptions are still relevant and determine who hasn't got a job description then their line managers will be requested by HR to develop a job description for the relevant members of staff.
5.	All job descriptions will need to be agreed by both the employee and the line manager before its evaluated.
6.	Decide on the number of posts that need to be evaluated minus the posts that came under the same job description e.g. Clerical Assistants – these posts will come under the same job description therefore HR will only need to invite one person to complete the questionnaire and attend a discussion/interview, although given the small numbers within HIFRS, it may be worth considering all staff
7.	Consult with the Craft Workers union (Amicus Unite) to state that we are wishing to involve all Craft Workers within the Service in the implementation of Single Status.
8.	Discuss and agree a terms of reference between HIFRS and Unions using ACAS to facilitate and agree implementation process
9.	Set up Steering Groups. and appeals panel (Steering group will work throughout on harmonizing terms and conditions).
10.	Write out to all Service Craft Workers e.g. Vehicle Engineers advising them that we are looking to implement Single Status in which the Service is keen incorporate Craft Workers into the implementation and give them the opportunity to be involved with the process
11.	Arrange "Briefing Sessions" on the Single Status process for all members of staff and managers to attend.
12.	Send out the job evaluation questionnaire to the nominated individuals.

13.	On receipt of the completed questionnaires arrange for the nominated individuals to attend a discussion/interview. The discussions will be conducted by a Job Evaluation Analyst using the Gauge software with another individual scribing. The Gauge software will produce the jobholder's job overview.
14.	On the assumption that the TUs agreed to the Single Status process each jobholder will receive their job overview for comment only. An Overview Confirmation Sheet will need to be signed by the employee and their line manager confirming that the overview is an accurate reflection of the jobholder's job.
15.	All Overview Confirmation forms need to be sent to the Job Analyst for all job overviews to be awarded points for each of the thirteen sections. An overall score will be determined for each job and ranked in order.
16.	Once scores have been agreed, pay structure needs to be identified using Pay Modeller software
17.	Request an Equality Impact Assessment from an external source e.g. IODA.
18.	Develop and agree with Executive Command and the TUs the new pay structure using the Order of Rank information and set a date for Single Status to be implemented stating the cost of the implementation of the full package for Fire Board approval (July)
19.	Notify and prepare members of staff, managers and TUs for the implementation and provide contractual notice if required e.g. if the TUs have not accepted the package.
20.	Issue new contracts of employment and relevant information stating their T&C's along with the new pay and grading structure in addition to details of the appeals procedure.
21.	Arrange panel and dates for appeals.
22.	Deliver outcome of appeals.