

Managed Business Change and Evaluation of Posts

May 2013

1. Introduction

- 1.1 This procedure applies to posts covered by the Scottish Councils' Job Evaluation Scheme.
- 1.2 The Highland Council operates a unified pay and grading structure based on the results of the application of the 2nd Edition of the Scottish Councils' Job Evaluation Scheme as endorsed by the Scottish Joint Council for Local Government Employees.
- 1.3 Maintaining a fair and affordable grading structure is important to the Council in meeting its objectives. Service Directors are responsible for ensuring that the distribution of duties and responsibilities across posts is managed to support service delivery and provide best value.

2. Workforce Management

- 2.1 Requests for evaluation should only be submitted as part of a change exercise where the redistribution of duties offers the best value to the Council. In support of on going service delivery, Council managers are expected to work with the post establishments and staffing budgets set.
- 2.2 Managers should not allow post duties to change in an unmanaged way. Where it is necessary to review the duties of a section or team to meet changing service requirements duties should be allocated to posts already at the appropriate grade.
- 2.3 Where an incumbent employee feels that a service change has led to a situation where the duties required of them are beyond the grade of their post, they should raise this with their manager. If the manager and Head of Service agree with the employee, they will apply this procedure. If they do not agree, the employee will be advised and given a reason for the decision. If the employee still considers that s(he) is undertaking duties beyond their grade s(he) can ask the

Head of HR (or his representative) to review the Service decision in conjunction with the Head of Service, the employee and the employee's trade union representative (if requested).

3. Establishing a Requirement to Re-evaluate a post

3.1 A post's duties and responsibilities are designed to deliver a service within a certain set of circumstances. The nature of this service and the circumstances in which it is delivered will occasionally require to be reviewed as part of a managed process. Where this occurs it may be identified that the duties assigned to a post will change to a significant degree that a re-evaluation is required.

3.2 Where a manager plans a significant service, structural or organisational change they may require to seek re-evaluation of a post or posts. In consultation with their Head of Service and HR Business Partner, they should complete a Request for Evaluation Form (JE/1) and forward to their Service Director. He/she will authorise and forward the form to the Head of HR.

4. Scrutiny/Verification

4.1 On receipt of the Request for Evaluation Form (JE/1), the Head of HR will submit the form to a meeting of the Scrutiny Panel (see Section 7) to consider whether or not the criteria for re-evaluation have been met as follows:

- Evidence has been provided that the request has come about as a result of a service delivery, structural or organisational change.
- The change reflects a significant and measurable change in the nature of the duties rather than an increase in the volume of work
- Evidence has been provided that the change in the post would deliver improved service delivery to the Council.
- Funding has been identified for any potential cost implications.
- The change is considered to be permanent.

- 4.2 If the Scrutiny Panel considers that these criteria have been met, the Service Director will be asked to complete the Job Evaluation form (JE/2) which should be returned to the Head of HR who will arrange for a full evaluation to be undertaken by a trained job analyst. Where the criteria have not been met the Service Director will be notified.

5. Evaluation

- 5.1 Evidence gathered will be evaluated by a trained job analyst from HR Services using the Scottish Council's Job Evaluation Scheme. The analyst will contact the manager for clarification or further information or make arrangements to interview the incumbent post holder(s).

6. Evaluation of a New Post

- 6.1 If there is a requirement to establish a new post, a Job Evaluation form (JE/2) should be completed by the Service in order that a grade can be allocated to the new post. The form should be forwarded to the Head of HR who will arrange for a Job Analyst to evaluate the post. If there is already an established grade and job description for the new post, there will be no need to go through the evaluation process.

Once the evaluation has taken place, the grade will be presented to the Scrutiny Panel (see Section 7) for approval.

7. Scrutiny/Approval

- 7.1 The Scrutiny Panel will comprise the Director of Finance, Assistant Chief Executive, Head of HR (or his representative) and 2 trade union representatives. All job evaluation outcomes will be subject to scrutiny of this monitoring group. The aim of this scrutiny is to ensure that the procedure has been properly applied.
- 7.2 Panel members can request to see individual grading outcomes and documentation as part of the scrutiny process to ensure transparency.

8. Review

- 8.1 This procedure will be subject to review in consultation with the trade unions after 1 year's operation