APPENDIX A

Project HR
REWARD SPECIALISTS

Central Bedfordshire

Development of

New Pay & Grading Arrangements

This page intentionally blank

Contents

1. Introduction 4
2. Pay Structure 4
3. Job Family Framework 5
4. Consultancy Support 6
5. Summary 6

Appendices

A Bedfordshire County Council – Current Pay Structure to SCP 36

B Pictorial View of Bedfordshire County Council Current Pay Structure to SCP 36

C Pictorial View of Bedfordshire County Council Current Pay Structure above SCP 36

D Example Job Family Framework

1. Introduction

In April 2009 the current councils for Mid Bedfordshire, South Bedfordshire and Bedfordshire County Council will cease to exist. A new council comprising employees from Mid Bedfordshire and South Bedfordshire and employees from part of the county council will be created.

This paper considers;

- An initial view as to whether the county council's current pay structure can be used in the new council;
- An initial view of any equal pay issues with the design and construction of the county council's pay structure; and
- An outline process for moving employees from old to new pay structures in order to ensure consistent decisions on rates of pay and proper relativities between jobs in different service areas of the new organisation.

2. Pay Structure

This section describes the county council's current structure and considers whether it could be adopted by the new council and also considers any equal pay issues.

Following the creation of a new organisation in 2009 there is a need to move towards harmonising pay and terms and conditions of employment so that a 'two-tier' workforce is avoided. An obvious way forward is to consider adopting the current arrangements that apply to the majority of employees. Changes will then be limited to the minority of employees. In this situation the majority of employees in the new council will come from the county council.

The county council's pay structure is quite similar to the 'old' local government pay structure between Scale 1 and SO2. Appendix A shows the old and new pay structures up to SCP 36. This structure has been based on the NJC JE scheme. Grade boundary points are relatively consistent and have been placed in order to support hierarchical structures within the current county council.

Above this level the county uses the Hay JE scheme and has done so for some time prior to 'Single Status'. Generally, the grades do not overlap except for grades BGA/B/C, which overlap with two of the AD grades. However, grades BGA/B/C are being phased out. Grade boundary points have been placed close to the hay 'standard' grade boundary points. This is something that may cause an issue in terms of relativities within the new organisation. If the structure was to be adopted it is recommended that this element be reviewed with a view to adopting the Hay 'standard' points.

My initial opinion is that the county council's pay structure could be used for the new authority. The pay structure in itself should not present many equal pay issues. If it were to be adopted then I would recommend:

- Reviewing the grade boundary points for the Hay grades with a view to aligning them to the 'standard' Hay grade boundaries;

- Reviewing the grade boundary points for the NJC grades in order to make sure they support organisational structures in the new authority;

The main issue with adopting the pay structure is how jobs will be assimilated to it from the other councils that do not use the same job evaluation scheme. This is where the job family approach could be used as a framework on top of the grading structure.

3. Job Family Framework

A job family framework is a matrix of generic role descriptions or profiles that are grouped together by job characteristics. Job families can be based on functional characteristics such as Finance, Human Resources, Engineering etc. Alternatively they can be based on 'role' characteristics such as providing advice and guidance to managers, providing direct services to service users etc.. Job families based on Role characteristics tend to be more 'cross-cutting' than functional job families that tend to reinforce functional divisions in an origination. An example job family matrix is shown at Appendix D – job families in this example are based on Role characteristics. Also shown are indicative 'levels' of hierarchy in the organisation – these could be developed inline with the requirement to develop the new council's management structure around six broad levels in the organisation.

The following describes an outline process to develop a job family approach.

Stage	Description	Detail
1	Select Benchmark Jobs	Select a set of benchmark jobs that are representative of the new organisation. Benchmark jobs will be analysed to determine characteristics, roles, levels of responsibilities along with typical knowledge and skills required.
2	Data Collection	Collect job information in the form of job descriptions, person specifications and/or job evaluation questionnaires.
3	Evaluate Benchmark Jobs	Use a job evaluation scheme to evaluate benchmark jobs
3	Analysis	Analyse the information from data collection and identify job 'characteristics'
4	Collate information	Sort and collate jobs into groups based on job characteristics, levels of responsibility, knowledge and skills.
5	Develop Generic Role Profiles	Decide on number and type of job families and start writing generic role profiles based on information collected.
6	Evaluate Generic Role Profiles	Evaluate generic role profiles using a job evaluation scheme in order to ensure consistent and relative results.
7	Construct Job Family Framework	Construct the matrix based on job family and level (see example at appendix D)

Once the job family framework is complete jobs (and therefore employees) can be matched to a job family and job family level. As the benchmark jobs will have been used to design and create the framework in the first place approximately 60%-70% of all employees should already be matched. The remaining jobs can then be matched by collecting job information (job description, person specification and possibly additional information from a job questionnaire). It is envisaged that this would be conducted by holding job matching panels, much in the same way as job evaluation panels are held.

4. Consultancy Support

There are two main approaches that could be adopted to implement a job family framework.

Approach A

The first approach is to use some internal resources supplemented by consultancy support. In this approach consultancy support could be used to assist:

- Designing the project plan
- Selecting the benchmark jobs
- Training the job analysts/evaluators
- Running employee 'focus groups'
- Designing the generic role profile template
- Evaluating the generic role profiles
- Constructing the job family framework

In addition to this, consultancy support would be available on an ongoing basis for any queries or issues during the life of the project. Until a definite project plan is developed and agreed it is difficult to be precise about the amount of consultancy time required.

Approach B

The second approach is to rely more on consultancy support and less on internal resources. The main difference in workload would be around the analysis and evaluation of the benchmark jobs, which would add a significant amount of time in addition to the support listed above.

5. Summary

In summary it is considered that:

- The county council's current pay structure could be adopted by the new authority – with the possibility of some minor amendments

- The design of the county council's pay current pay structure should present few equality issues for the new authority it if were to be adopted;

- Developing a job family framework that can be 'superimposed' on top of the county's pay structure in order to provide a consistent approach to pay and grading

in the new council is the best way to assimilate all employees onto a common grading structure.

- Using Approach A to the development and implementation of a job family framework is considered the most appropriate way forward. This should engage employees and managers in the process and, by doing so, should produce an end result that is more focused on the organisation and more acceptable to the employees and managers.

Appendix A

Bedfordshire County Council – Pay Structure to SCP 36

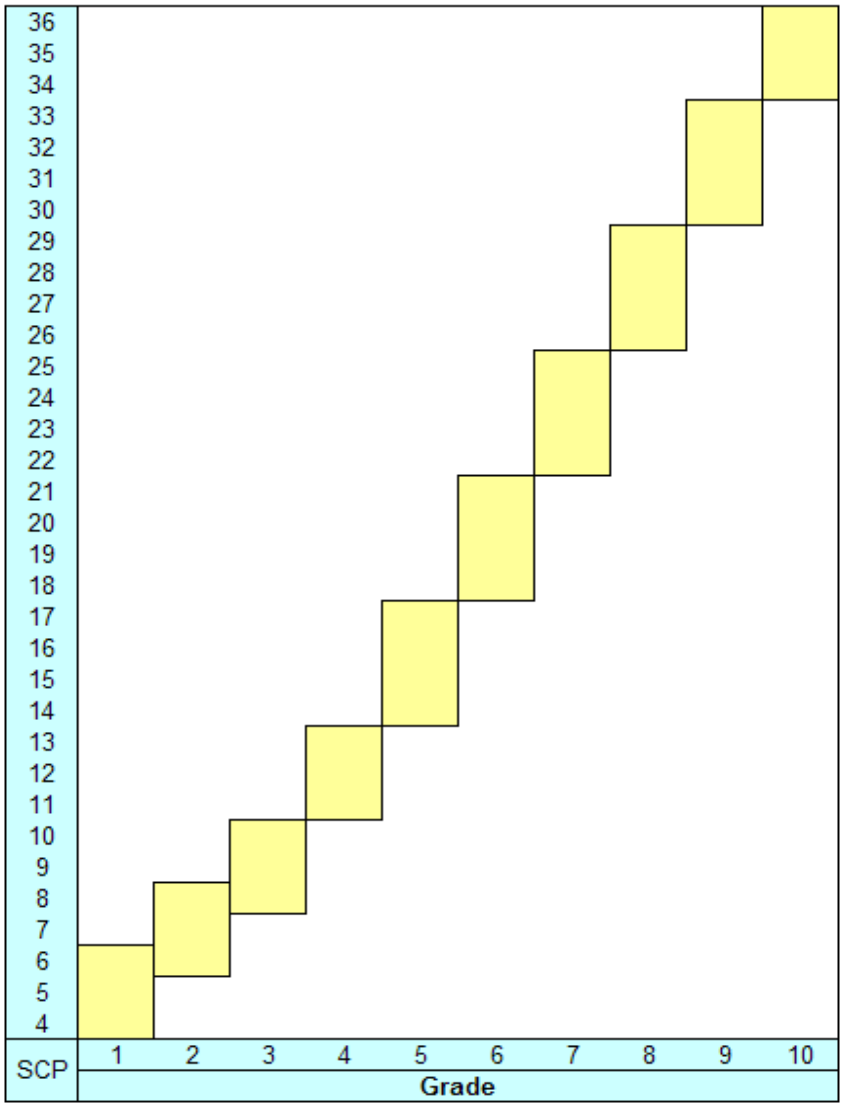
NJC job evaluation

Proposed grading structure

Current Grade	Current Scp	'New' Grade	'New' Scp
M1	4	1	4 -6
M2	5	1	4 - 6
M3	6	2	6 - 8
M4	7	3	8 - 10
Scale 1/2	4 - 13	3	8 - 10
M5	8	4	11 - 13
M6	9	4	11 - 13
Scale 2	11 - 13	4	11 - 13
Scale 3	14 - 17	5	14 - 17
Scale 4	18 - 21	6	18 - 21
Scale 5	22 - 25	7	22 - 25
Scale 6	26 - 28	8	26 - 29
S01	31 - 33	9	30 - 33
SO2	34 - 36	10	24 - 36
BGH		-	37 - 40

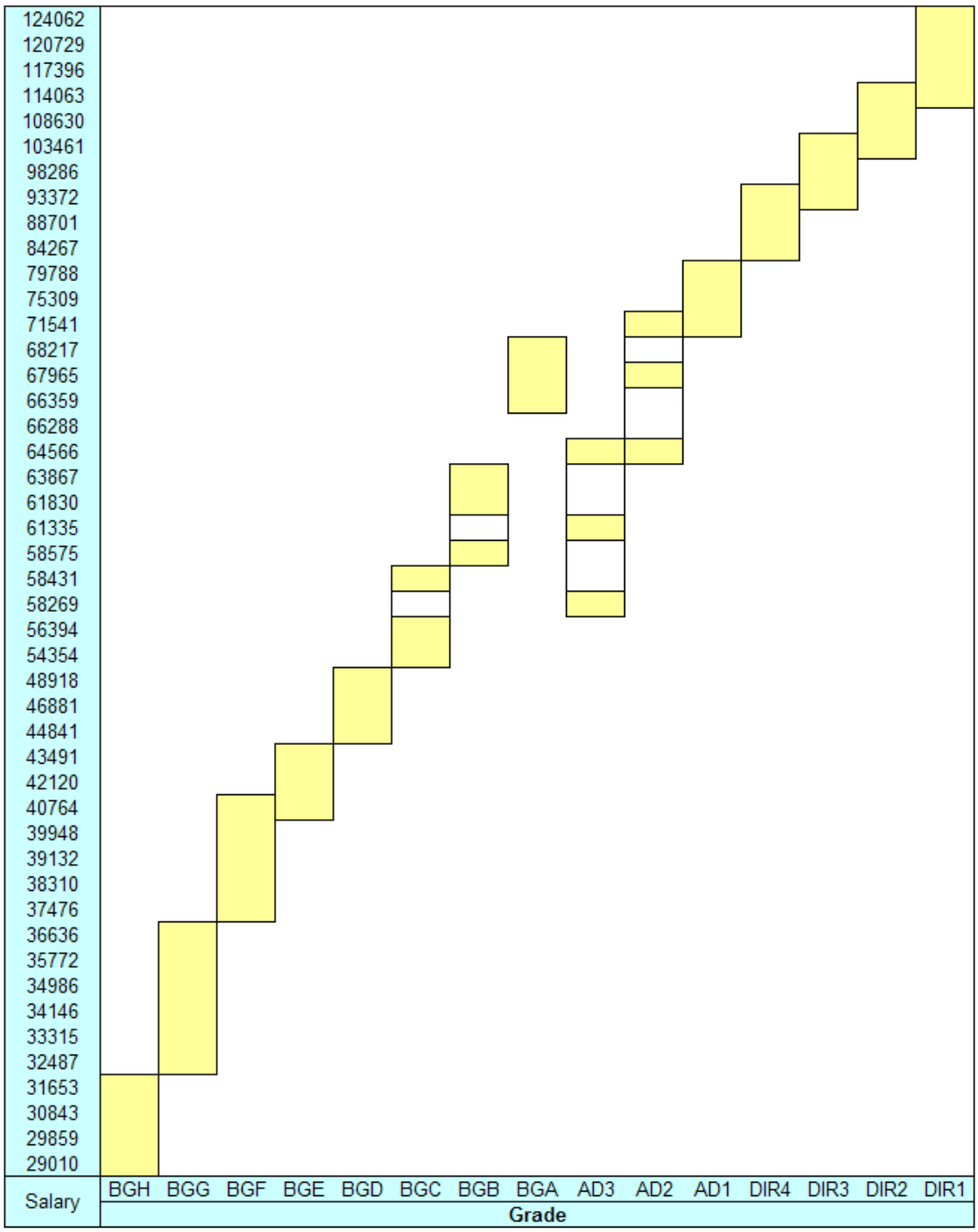
Appendix B

Pictorial View of Bedfordshire County Council's Pay Structure to SCP 36



Appendix C

Pictorial View of Bedfordshire County Council's Pay Structure above SCP 36



Appendix D

Example Job Family Matrix

10	Head / Manager / Specialist					MP4 Head of Service
9						MP3 Senior Manager1
8	Middle Manager					MP2 Middle Manager2
7			BS3 Principal Accountant, Solicitor, Business Analyst, HR Officer			MP1 Middle Manager1
6	Senior Practitioner		BS2 Business Analyst Accountant HR Officer	PS5 Social Worker EHO Trading Standards		
5		CSA4 Admin Officer	BS1 Tech Support Off Finance Advisor-AAT HR Advisor	PS4 Enforcement Officer Fair Trading Advisor Teaching Asst L4		
4	Practitioner	CSA3 Admin Asst Customer Services Asst		PS3 Community Care Practitioner Fam Supprt Wrkr Teaching Asst L3	OM4 Site Supervisor L3	
3		CSA2 Clerical Asst Receptionist Finance Asst		PS2 Home Care Super Teaching Asst L2	OM3 Refuse Driver Site Supervisor L2	
2		CSA1 Post Room Asst		PS1 Home Care Asst Teaching Asst L1	OM2 Refuse Collector Street Sweeper Cleaner-In-Charge Site Supervisor L1	
1					OM1 Cleaner Domestic School Xing Patrol Lunch Supervisor	
Level / Grade	Org Level	Customer Service & Admin	Business Support	Public Support	Operational & Maintenance	Management & Professional