

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
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Contact Officer(s):	Gillian Beasley, Chief Executive	Tel. (01733) 452390
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SENIOR MANAGEMENT RESTRUCTURE: PROPOSED JOB DESCRIPTIONS AND JOB EVALUATION PROCESS

R E C O M M E N D A T I O N S	
FROM : Chief Executive	
It is recommended that Employment Committee agrees the proposed job descriptions for the revised and newly created posts resulting from the senior management restructure (Appendix 1).	

1. ORIGIN OF REPORT

This report follows the initial paper submitted to Employment Committee on 27 September 2013 by the Chief Executive regarding the senior management restructure. It provides further detail in relation to the job descriptions for those posts which form part of the restructure.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Employment Committee with the opportunity to ensure that all roles, which have either been newly created or revised as a result of the senior management restructure proposal, have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.

2.2 This report is for the Committee to consider under its Terms of Reference:

- No. 2.3.1.1 'To appoint Directors and Heads of Service, and determine terms and conditions of employment'.
- No. 2.3.1.5 'To consider, and recommend appropriate actions where necessary in response to executive proposals relating to: (a) changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts'.
- No. 2.3.1.6 'To promote and pursue a policy of equal opportunities in employment'.

3 TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4 BACKGROUND

4.1 Process for Creating / Amending Job Descriptions

- 4.1.1 The senior management restructure proposed by the Chief Executive led to the creation of 4 new posts and the revision of 4 existing posts within the senior management structure.
- 4.1.2 Detailed job descriptions were written for the following newly-created posts:
- Director of People
 - Director of Place
 - Director of Governance
 - Head of Corporate Property and Children's Resources
- 4.1.3 In addition, job descriptions for the following existing posts were amended, to accurately reflect any changes in the posts as a result of the proposals:
- Chief Executive
 - Executive Director Resources
 - Executive Director Children's Services
 - Executive Director Adult Social Care and Health and Wellbeing
- 4.1.4 The job descriptions were written by the Head of Human Resources using a standard template to ensure consistency and to facilitate the evaluation process.
- 4.1.5 Careful consideration was given to the competencies required at both the Executive and Service Director level, resulting in the creation of a number of generic competencies across all job descriptions at this level in relation to leadership and performance, risk and financial management. In addition, the job descriptions identify common skills and experience, which are deemed necessary to operate successfully at a senior level within Peterborough City Council.
- 4.1.6 Job descriptions were then reviewed and approved by the Chief Executive and shared with the relevant portfolio holder in accordance with Part 3 Section 2.3.3.11 of the Constitution before being submitted for approval to Employment Committee.
- 4.1.7 Please refer to Appendix 1 for the job descriptions, which form part of the senior management restructure.

5. JOB EVALUATION PROCESS

- 5.1 The grading of posts at Head of Service level and above at Peterborough City Council is determined by reference to the Hay Group Job Evaluation Method, which is applied to determine the relative size and importance of jobs within the Council as well as their difficulty.
- 5.2 Under the Hay job evaluation method, each post is evaluated on its own merits, taking into consideration the context, organisation, reporting structures, relationships with other roles and the way in which the job operates within its environment. Roles are compared through an iterative process to create a rank order within an organisation.
- 5.3 The Hay evaluation method is based on measuring 3 factors; Accountability, Know-How and Problem Solving.
- 5.4 Accountability measures the impact of the job and the constraints on the post holder in terms of taking independent action. There are 3 dimensions within Accountability: Freedom to Act, Scope and Impact.
- 5.5 To achieve the accountabilities of the post, the post holder needs Know-How. This factor measures the total knowledge and skills developed by job experience and training, which the job holder needs in order to perform the job in a fully acceptable way. There are 3

dimensions within Know-How: Technical / Specialised Skills, Managerial Skills and Human Relations Skills.

- 5.6 Problem Solving refers to the use of Know-How to identify, delineate and resolve problems to achieve results. This factor measures the level of complexity of thinking involved when the job holder applies Know-How to get the job done and consists of 2 dimensions: Thinking Environment and Thinking Challenge.
- 5.7 During the evaluation process, the job content is analysed relative to each factor and is represented by a numerical value. These factor values are then totaled to determine the overall job size, providing an overall point score for each post.
- 5.8 The relative proportions of Accountability, Know-How and Problem Solving that make up the job determine its 'shape' or profile.
- 5.9 To ensure the independence and accuracy of the evaluation process, all job descriptions will be evaluated and validated by the Hay Group using the aforementioned Hay Group Job Evaluation Method.
- 5.10 All financial data for the job descriptions has been provided by the Head of Strategic Finance.
- 5.11 Once the initial evaluation process has been undertaken by an accredited Hay evaluator, the job evaluation outcomes are then reviewed by a separate Public Sector Specialist within the Hay Group, to ensure consistency and accuracy in the evaluation process and to validate the outcomes.

6. JOB EVALUATION OUTCOMES

- 6.1 The draft job descriptions in Appendix 1 have been reviewed by Hay to provide an indicative point score. The point scores will not be finalised until the job descriptions are agreed by Employment Committee and any recommended changes are implemented.
- 6.2 Once Hay have confirmed the evaluation outcomes, the scores will be shared with the post holders, who will have the right to appeal should they be dissatisfied with the outcome.
- 6.3 Should a post holder wish to formally appeal their job evaluation outcome, the appeal will be heard by a panel consisting of Employment Committee, a Trade Union representative and a relevant representative from the business.
- 6.4 A separate proposal has been submitted to Employment Committee (Agenda Item 2) to consider consultation on the revision of the Senior Manager Pay Scale. If agreed, the revised pay scale would be applied to determine the remuneration of the posts in Appendix 1.

7. IMPLICATIONS

- 7.1 This paper deals with the top tier of senior management posts within the Council however the Chief Executive will review all senior manager posts in the Council, which are currently evaluated on Hay.
- 7.2 Further job descriptions for second tier posts will therefore be submitted to Employment Committee for review and approval. It is anticipated that the review of all senior manager posts, which are not subject to restructuring proposals, will have been completed by December 2013.
- 7.3 Human Resources will work with the business during this review process to determine relevant job titles, which accurately reflect the responsibilities and level of posts within the Council.

8. CONSULTATION

- 8.1 No unions are recognised for collective bargaining purposes for senior managers however the trade unions have been notified and those staff impacted by the proposals have been consulted with individually and in accordance with Council policies, as part of the senior management restructure.
- 8.2 Directors and Heads of Service have had the opportunity to provide feedback on the senior management restructure proposals and this feedback has shaped the Chief Executive's conclusions, including the content of the job descriptions.
- 8.3 Advice was also sought from Public Health England regarding the post of Executive Director Adult Social Care and Health and Wellbeing and the job title (originally Director of Adult Social Care and Public Health) was revised in accordance with their guidance.

9. ANTICIPATED OUTCOMES

- 9.1 The Council will have detailed job descriptions in place for its senior management team, which clearly define the scope of the role and the associated accountabilities and responsibilities as well as the knowledge, skills and experience required on the part of the post holder to successfully perform in the role.
- 9.2 The Council can be reassured that a rigorous job analysis and evaluation process will be undertaken in relation to the grading of the senior management posts considered in this paper. This process will be extended to all senior manager posts.
- 9.3 Through the implementation of an independent and rigorous job evaluation process, the Council can demonstrate credibility, discipline and fairness in managing its resources and will be able to maintain equity within its compensation processes.

10. REASONS FOR RECOMMENDATIONS

- 10.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 Consideration was given as to whether job descriptions needed to be reviewed and re-evaluated for existing posts within the senior management team. As there were significant changes in some of these posts, it was agreed that failure to revise and re-evaluate these job descriptions could lead to inconsistencies and inequalities.
- 11.2 Consideration was given as to whether the Hay job evaluation process was still the most appropriate methodology for determining the value of jobs within the Council. Thought was given to adopting the Local Government Association job evaluation process. It was however determined that the Hay system remained an appropriate evaluation mechanism, with the scope to assess the wide range of roles across the Council and the facility to benchmark these against relevant comparator organisations.

12. BACKGROUND DOCUMENTS

- 12.1 JNC Chief Officer Handbook
- 12.2 Peterborough City Council Pay Policy Statement 2013/14.

13. APPENDICES

- Appendix 1: Job Descriptions

APPENDIX 1: SENIOR MANAGER JOB DESCRIPTIONS

- CHIEF EXECUTIVE
- EXECUTIVE DIRECTOR RESOURCES
- EXECUTIVE DIRECTOR CHILDREN'S SERVICES
- EXECUTIVE DIRECTOR ADULT SOCIAL CARE AND HEALTH AND WELLBEING
- DIRECTOR OF PEOPLE
- DIRECTOR OF PLACE
- DIRECTOR OF GOVERNANCE
- HEAD OF CORPORATE PROPERTY AND CHILDREN'S RESOURCES

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