

GRAMPIAN POLICE EMBARKS ON NEW REWARD STRATEGY

Grampian Police is embarking on a new pay and grading strategy for some 800 support staff to replace its current pay and grading structure that is inflexible and no longer meets the needs of modern day policing. By Denis Crowe of Pilat HR Solutions

“THE INTENTION IS TO REPLACE AN out-dated job evaluation and grading system that is no longer fit for purpose,” says Gary Craig, project sponsor and the Deputy Director of Corporate Services at Grampian Police, when describing why Grampian Police is embarking on a new pay and grading strategy for some 800 support staff.

The new arrangements will replace the current pay and grading structure, inherited from local authorities, that is inflexible and no longer meets the needs of modern day policing. In tandem with the first initiative, a separate working group is examining the current terms and conditions of employment for support staff.

A SOUND PAYMENT STRUCTURE

Reward strategy has been identified by the Association of Chief Police Officer's People Strategy as an 'action area' to ensure that the Scottish Police Service has an appropriate, legally compliant, payment structure in place.

Grampian Police has embarked on this ambitious plan to introduce a new pay and grading structure for support staff by 1 April 2009 to ensure that it has a pay system in place that will serve it well in the future. The Force – the third largest in Scotland covering a very diverse area of some 3,373 square miles –

- the risk of liability from equal pay claims
- A system that enhances the Force's reputation as an employer of choice
- Improved staff confidence in the pay and grading system
- Increased efficiency through appropriate correlation of pay and reward to responsibility and duties
- Increasing the Force's confidence in its ability to appropriately recompense staff for their contribution.”

WHAT SCHEME AND SUPPLIER TO CHOOSE

In January 2008, Grampian's reward project team went through a process of selecting both an appropriate job evaluation scheme as well as consultants to provide support. Eventually the Force chose to employ the Police Staff Council (PSC) job evaluation scheme and with support from Pilat HR Solutions, who provide both computer software as well as reward and job evaluation expertise.

Gary Craig said “The reward project team chose Pilat using a range of financial and non-financial criteria. In particular, we recognised Pilat's job evaluation and reward expertise with similar organizations, as well as the recommended steps within the process - including the use of web based job evaluation software.



Gary Craig

addition of a specific factor to address 'contacts with and responsibility for members of the public'. The latter is designed to measure the contribution of staff with a direct outward facing role with the public, although it does also measure an equivalent service to staff within the force.

ENSURING BUY-IN FROM STAFF

As part of the consultation process, all staff were invited to attend staff meetings either at the headquarters building or at one of the 43 sites owned by the force. At these meetings staff were provided with the background to the review, its objectives, and the timetable, and were also given the opportunity to ask questions from a three-person panel consisting of Gary Craig, Morag McCall and Denis Crowe, Head of Reward Consulting for Pilat HR Solutions.

The staff's main concerns were the selection of jobs for evaluation, the timetable for implementation and what Appeals Process would be put in place.

EVALUATING JOBS

Following staff consultation, training in both the scheme and the software was provided to a Force panel of job analysts. Some eight analysts were appointed to work alongside three analysts from Pilat. Each analyst carried out one-to-one interviews with job holders and their line managers using Pilat's web based Gauge™

“The reward project team chose Pilat using a range of financial and non-financial criteria. In particular, we recognised Pilat's job evaluation and reward expertise with similar organizations, as well as the recommended steps within the process - including the use of web based job evaluation software”

employs some 2,300 staff and provides a modern, professional policing service to the communities of North-east Scotland.

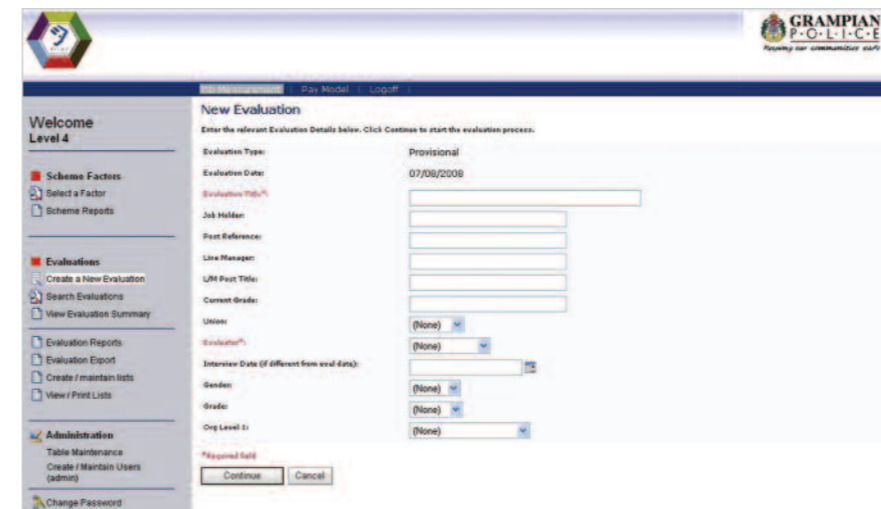
The backdrop driving the need for change was increasing numbers of support staff, civilianisation of posts, and the introduction of specialist posts and wardens.

Morag McCall, the project manager seconded from the Scottish Government, set out the specific benefits identified for this review in the Business Case to the Board:

- “A dynamic pay and grading system that allows the Force to attract quality candidates in a competitive market place
- A new pay and grading system that mitigates

Why was the PSC scheme chosen? At the moment there is no commonality of approach to job evaluation factor plans amongst the other Scottish forces, plus the newly created Scottish Police Services Authority, although all have either implemented or are currently progressing the introduction of job evaluation schemes. The Force agreed to adopt the PSC scheme as it is jointly agreed between employers and the trade unions, and it has recently been reviewed to ensure that it is capable of measuring the more senior management and specialist roles within police support staff jobs.

The scheme has 13 factors that are common to many job evaluation factor plans with the



software; each interview lasts about an hour and a half and job holders receive a 'Job Overview' that plays back the questions asked during the interview. Line managers and the job incumbent will be asked to sign-off this document as proof of the process having been conducted satisfactorily.

A key step in the review was the identification of some 300 roles for evaluation. Working with members of the team, Morag McCall the project manager identified job roles across the main

strategic delivery units of operational policing, operational planning and support, crime management, community partnerships, development and governance, human resources and occupational health, finance and administration, professional standards and conduct, and corporate communications.

By the middle of September 2008, all 300 roles identified will have been evaluated and all moderation meetings completed.

Development of a new pay and grading

structure will take place towards the end of 2008 and any appeals regarding job evaluation outcomes are likely to take place early in the new year. Formal negotiation is likely to take three months before implementation in April 2009.

Work on terms and conditions is also likely to continue in tandem and be implemented with the new pay and grading structure.

LESSONS LEARNED

As the Force continues to adapt and evolve its service to the community, the new job evaluation system will enable it to evaluate new roles or those that may, as is increasingly the case, be subject to civilianisation. It should also enable the force to respond to any further changes arising from Police modernisation initiatives from central government.

FOR MORE INFORMATION

www.pilat.com/europe



Equality & Fairness – do you have a defensible position?

We all need to feel valued and appropriately rewarded. Failure to do so results in disgruntlement, disengagement, poor performance and potentially expensive equal pay claims.

Every organization needs a business aligned pay & grading system which is balanced and defensible, and a reward structure that is robust and fair. Is yours?

Pilat's latest job evaluation software – Gauge™ - is now available via the web, making it extremely convenient and accessible. Gauge™ consists of three elements: evaluation, benchmarking & analysis, and grade & pay modelling. Pilat also offers a number of reward management services, which provide tools and support for your organization to create an appropriate structure.

This innovative approach to technology, coupled with our consultants' expertise, can give your organization the framework it needs to set up an effective job evaluation and reward strategy, ensuring increased employee involvement and improved results.

Why not contact us today and start achieving better organizational performance?

Call Laurence Grover on the telephone number below for further details.
Tel: +44 (0) 208 343 3433 E-mail: lgrover@pilat.com Website: www.pilat.com

