

## STAFFING POLICY COMMITTEE

10 March 2010

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**PAY HARMONISATION - PROGRESS REPORT****Purpose**

1. To update the Committee on the progress of Pay Harmonisation

**Update****2. Formation of HR project team to support harmonisation**

Job roles have been designed and an internal recruitment exercise undertaken to fill the temporary structure shown in Appendix 1. Five of the six core project members have now commenced in role. The County Secretary for UNISON commenced working one day a week with the project team in January.

**3. Executive Board**

The first meeting of the Executive Board took place on **3 February** having been rearranged from 6 January due to the severe weather. The key decisions were:

- a. **The Project Definition and Scope endorsed as a working document**, subject to the summary project plan within it referring explicitly to the consultation with service areas (via the Exec Board, Steering Board, and CLT) – please see Appendix 2.
- b. **A first consultative session with the CLT to be arranged** in the near future
- c. The **planned cascading of face to face staff briefings within Departments by 10 February should be persevered with**, and the success of this should be assessed through talking to samples of staff as well as by a SNAP survey
- d. The **current embargo on new lease cars is extended until 30 June 2011**, with the procurement team to arrange extensions for current lease car holders as necessary.

The Executive Board will next meet on 1 April. An additional Executive Board meeting is being planned for May.

**4. Extended Leadership Team**

On 11 January the Extended Leadership Team received and endorsed the Managers Toolkit for Communication (referred to in 7 below).

**5. Communications**

The view from the first meeting of the Steering Board was that face to face briefings with staff would best be handled within their normal Departmental communications mechanisms, working with a corporate script with some latitude for tailoring the particular service.

Accordingly, the Managers' Toolkit was developed, which was endorsed by the Extended Leadership Team on 11 January. The toolkit was issued to the ELT and to a list of managers approved by Service Directors, on 13 January for cascading through the workforce during the 4 week period to 10 February. Part of the Managers' Toolkit was computer based training for managers, designed to help them feel confident in their understanding of the basic points about harmonisation and to deal with questions and misunderstandings from staff. A snap survey of staff will be conducted shortly, to enable some assessment of how successful the cascade briefings have been.

## 6. Preparation for, and beginning of negotiations

6.1 Since November the newly forming HR harmonisation team has been:

- i **checking that the records of staff who perform each distinct job are complete and correct** – so that information used for modelling the impact on staff of various options for pay and other job related terms and conditions is robust.

We have now reviewed staff lists and checked personnel records to ensure that we have sufficient information to validate our pay models and to discuss meaningfully the impacts on staff and on pay costs.

- ii **analysing the total spend within the current pay bill on the various terms and conditions** eg total spend on unsocial hours allowances, in order to identify terms and conditions which might be “traded” to arrive at an overall acceptable harmonised package of terms and conditions

A high level analysis of the wage types held in SAP is available (please Appendix 3) and work will continue to break down the analysis into constituent staff groups and individuals to ensure that we appropriately identify the impact of the various options that may be proposed on staff.

- iii **modelling the impact of possible options for the major terms, to assess likely impact on staff, and on costs**

A range of possible models have been produced which include options such as retaining the existing 15 grades, adopting fewer broader grades, elongating grades to include more increments, elevating grades by one or more increments and reducing the number of job evaluation points required to attain any particular grade.

The impact of these models will be determined over the next few weeks as the pay models are populated with the job evaluation records that we are collating.

- iv **considering the draft recommendations of the Business Travel strand of the Workplace Transformation project**, and the implications these have for the harmonisation of terms and conditions. Unfortunately there is going to be a delay in receiving the final recommendations from this project.

In the short term we are ensuring that appropriate interim policies which are based on current policy reflecting the TUPE status of staff where appropriate (particularly an issue for Staff in Salisbury moving to Bourne Hill) are applied.

- v through liaison with line managers, **checking understanding of how some current payments - particularly those received by TUPED staff - work in practice** and any related service issues eg Refuse service.
  - vi Ensuring that we are aware of any anomalies that have arisen amongst the pay and grading arrangements of ex County Council Staff.
- 6.2 Preliminary negotiations with the Unions began as planned during February.

## **7. Consultation with the Corporate Leadership Team (CLT)**

- 7.1 The first consultative meeting with the CLT, including the new Chief Executive, was held on 22 February. The CLT confirmed the pay harmonisation project definition and scope, provided some direction on negotiating principles and asked to be consulted on a costed model for a harmonised pay and grading structure before firm negotiations with the unions on this are pursued. Work is underway on developing this model.

## **8. SAP**

- 8.1 The extraction of, and validation of, information from the SAP payroll system is currently proving time consuming because we are the first team to use some of the SAP reporting facilities since SAP was introduced. There is a learning curve involved and information retrieval and availability is gradually improving.
- 8.2 Discussions have commenced with the SAP Support Centre and representatives of HR Lifecycle and Payroll teams as to how SAP can be used in the retrospective implementation of new terms and conditions, particularly given the possibility of a change to the 15 pay grade structure. The Head of SAP Support will explore whether any other authorities who use SAP have yet had to implement a new pay grading system and make retrospective payments with it, and if so, what lessons can be taken.
- 8.3 I have been advised that there will be SAP design costs associated with implementation and work will be undertaken to quantify these so that budgetary provision can be made.

## **9. Detailed Project Planning**

- 9.1 Detailed project planning for all the project stages continues alongside the substantive work associated with the current project stage.

## **Conclusion**

10. The Committee is asked to note this update. A further update will be provided at the next meeting.

**BARRY PIRIE**  
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