

Devon and Cornwall Police Authority

29 September 2006

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Report of the Chairman of the Human Resources Committee

A New Job and Grading Review for Devon and Cornwall Police Staff

The Human Resources Committee Recommends to the Authority

- (i) That the Force proceeds with a new Job and Grading review, following consultation with and having gained the support of the Police Authority, Force Management Board, Staff, relevant Unions and Staff Associations.
- (ii) That the Force develops and implements an effective remuneration strategy which enables the recruitment and retention of staff, ensures the Force is competitive with the external labour market and is an affordable employment proposition.
- (iii) The Force follows the key recommendations in the Goodman report, which have been amended and endorsed by the JCC; and incorporates the learning points and recommendations from the Police Authority report.
- (iv) That the Force commits a realistic implementation budget, it commits to sufficient internal and external HR resources to ensure success.
- (v) That the design and set up phase of the programme are begun in the latter part of 2006/early part of 2007, with targeted completion over a 24 month period and final implementation in the spring of 2009.
- (vi) That the new scheme is branded the 'Job and Grading Review' (JAG) to avoid association with the previous job evaluation scheme and to signal a fresh start.
- (vii) That an interim arrangement is agreed to deal with any imminent organisational changes resulting from the Force Development Programme.
- (viii) To ensure the Force is able to recruit and retain staff effectively it has the facility in the new remuneration structure to utilise market supplements in exceptional circumstances to ensure that Devon and Cornwall Force salaries are fully competitive with the external labour market.
- (ix) That the approval of the Authority be obtained to the system of job grading that is to be used for the Job and Grading Review
- (x) That the approval of the Authority, as the employer of police staff, be obtained to a remuneration strategy for the Force before a new pay and grading structure is developed;
- (xi) The approval of the Authority is obtained to a new pay and grading structure before it is implemented and to any other changes to terms and conditions of service associated with the new structure, including any arrangements to protect the pay of police staff whose grade is changed as a result of the revised grading structure;
- (xii) The Authority consider amending the Terms of Reference to agree changes (both interim and permanent) to the pay and grading of Police Staff on PSMG grade 1 and above be agreed and that the Authority consider how this may best be effected

Recommendations continued

- (xiii) The Authority (a) agree the proposal that there be interim grading arrangements to meet the changes arising from the implementation of the Force Development programme prior to the completion of the Job and Grading Review and (b) monitor the impact of that interim arrangement;
- (xiv) The Authority, in the context of the remuneration strategy, recognise the need for adequate funding of the job and grading review, which will include developing proposals with the Force as to how the necessary funding can be 'sourced' and that the approval of the Police Authority is obtained to the budgetary provision for the Job and Grading Review
- (xv) The Chair of the HR Committee (or in their absence the Chair of the Police Authority) and the Authority's HR Advisor be nominated to membership of the Job and Grading Programme Steering Group
- (xvi) The Authority approves any scheme of market supplements for Police Staff and monitor the application of such a scheme.
- (xvii) That a report be presented to the next meeting of the Police Authority on the respective responsibilities of, and delegations to, the Police Authority, the Force Management Board and the Job and Grading Steering Group and that no action be taken to commence the Job and Grading Review until the Authority have approved that report.

Introduction

1. The Human Resources Committee met on 13 September 2006 and considered a report from the Director of Human Resources, Mr Nigel Holt, regarding a new Job and Grading Review for Devon and Cornwall Police Staff. That report is attached but some details have been amended in the light of discussions at the Committee meeting and comments from the Authority's HR Advisor.
2. The Committee's recommendations are given at the start of this report.

Background Information

3. The Committee's discussions included the following:
 - The need to have a robust pay and reward system in place which would assist in the prevention of equal pay claims;
 - Methods of ensuring the transparency and accountability in any new process;
 - Roles of the Force and the Police Authority in any new process and scheme;
 - Expenditure that will be incurred as a result of implementing a new process;
 - Responsibility of the Police Authority regarding Police Staff conditions of service;
 - Pay, grading and reward schemes used by other forces and local authorities;
 - Information flows
 - "Checks and balances" and the role of the HR Committee
 - Training for Steering Group members.

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