WEST MIDLANDS FIRE AND RESCUE AUTHORITY

13 FEBRUARY 2012

1. **PAY AND GRADING STRUCTURE: IMPLEMENTATION OF THE REVISED PAY AND GRADING STRUCTURE FOR SUPPORT STAFF**

    Report of the Chief Fire Officer.

    RECOMMENDED

1.1 THAT the Authority notes the proposed implementation of a revised Pay and Grading structure for support staff in April 2012.

1.2 THAT the Authority notes that this will also provide the Service with a robust Performance Management Framework to support the delivery of the Service's key objectives and will ensure that managers have the appropriate tools available to manage the performance of their employees.

2. **PURPOSE OF REPORT**

    The purpose of the report is for the Authority to note the proposed implementation of a new Pay and Grading structure for support staff and Performance Management Framework in April 2012.

3. **BACKGROUND**

3.1 The Employee Relations Team have been working with stakeholders including the Trades Unions to consider proposals relating to a revised pay and grading structure for support staff. An initial workshop took place with managers, HR and Trade Unions to determine what the Service requires from a pay and grading structure.

3.2 The development of this system also took into account the recent publications from the Chartered Institute of Personnel and Development (CIPD) that suggested that the Public Sector looks to increase the efficiency of the performance of employees by introducing flexible pay structures and progression mechanisms.

3.3 The current pay and grading system that is in place for support staff employees does not support a robust performance management framework including a competency framework and progression model.

3.4 The revised system is more aligned to deliver the corporate objectives, integrate in full with support staff roles and support more robust financial management by managers.

3.5 The system is underpinned by the NJC Green Book Pay and Conditions Job Evaluation Conventions.

3.6 The existing pay and grading structure can be found in Appendix 1, the new proposed pay and grading structure can be found in Appendix 2. An overview of the proposed integrated performance management and pay and grading system can be found in Appendix 3.

3.7 The revised pay and grading system is a flexible system that is designed to ensure that individuals are supporting the delivery of the organisational objectives. It also directly links with the organisation's performance management framework and will provide critical information on individual, team and department contributions to the delivery of the organisation's objectives.

3.8 Individual Performance and Development Reviews will be input, stored and reported on the Service's Competence recording system (MELIO). All managers are being trained to use the system to realise the full benefits of a performance management framework and ensure that the rules of the pay and grading system are robustly applied.

3.9 The system will also support the application of the Service's restructure, redeployment and redundancy processes, in that by creating more generic role profiles the redeployment of employees will become a more simplified process, therefore potentially saving additional costs associated with redundancy for the Authority.

3.10 The Employee Relations Team has held 20 briefing sessions to inform employees of the proposal for a revised pay and grading system. These sessions have been attended by approximately 300 employees. Also, 40 workshop sessions have taken place with managers to consult on the principles of the system as well as to support the development of the competency framework. The

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sessions have generated much debate and the responses from employees and managers have been used in the design and development of the pay and grading system and amendments have been made to the system.

3.11 The team have also worked closely with the Financial Management Section to ensure that a financial framework is developed to ensure that future costs are contained within allocated budgets. A representative from the Financial Management Section is on the project board for the revised pay and grading system.

3.12 The team are also working closely with the Learning and Development Team and the Resourcing Team to ensure that there is an integrated approach to the implementation of the pay and grading system.

3.13 Further Consultation on the draft system with employees will take place in January 2012 and will be completed by the end of February 2012. Consultation with the Trade Unions/Representative Bodies is also continuing.

3.14 To support the planned implementation of the project the Employee Relations Team have held compulsory briefings for all managers of non-uniformed support staff throughout December 2011 and January 2012.

4.   **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment has been undertaken. Equality reviews are continually been undertaken at each stage of this project.

5.   **LEGAL IMPLICATIONS**

There are no legal implications arising form this report.

6.   **FINANCIAL IMPLICATIONS**

There would be no costs as a result of the implementation of the Pay and Grading System as all affected employees would be assimilated into the new structure on their existing salary level. The Financial Framework developed as part of the Pay and Grading structure would ensure future costs are contained within allocated budgets.

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BACKGROUND PAPERS

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VIJ RANDENIYA
CHIEF FIRE OFFICER

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EXISTING PAY AND GRADING STRUCTURE

Grade	SCP
25	74 73 72
24	71 70 69
23	68 67 66
22	65 64 63
21	62 61 60
20	59 58 57
19	56 55 54
18	53 52 51
17	50 49 48
16	47 46 45
15	44 43 42
14	41 40 39
13	38 37 36
12	35 34 33

Grade	SCP
11	32 31 30
10	29 28 27
9	26 25 24
8	23 22 21
7	20 19 18
6	17 16 15
5	14 13 12
4	11 10
3	9 8
2	7 6
1	5 4

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Appendix 2

EXISTING PAY AND GRADING STRUCTURE

Manager

REF	Manager	SCP
Manager 1	A	59 / 58 / 57
Manager 1	B	56 / 55 / 54
Manager 1	C	53 / 52
Manager 1	Induction	51
Manager 2	A	50 / 49 / 48
Manager 2	B	47 / 46 / 45
Manager 2	C	44 / 43
Manager 2	Induction	42
Manager 3	A	41 / 40 / 39
Manager 3	B	38 / 37 / 36
Manager 3	C	35 / 34
Manager 3	Induction	33

Professional

REF	Professional	SCP
Professional 1	A	50 / 49 / 48
Professional 1	B	47 / 46 / 45
Professional 1	C	44 / 43
Professional 1	Induction	42
Professional 2	A	41 / 40 / 39
Professional 2	B	38 / 37 / 36
Professional 2	C	35 / 34
Professional 2	Induction	33
Professional 3	A	32 / 31 / 30
Professional 3	B	29 / 28 / 27
Professional 3	C	26 / 25
Professional 3	Induction	24

Technical

REF	Technical	SCP
Technical 1	A	41 / 40 / 39
Technical 1	B	38 / 37 / 36
Technical 1	C	35 / 34
Technical 1	Induction	33
Technical 2	A	32 / 31 / 30
Technical 2	B	29 / 28 / 27
Technical 2	C	26 / 25
Technical 2	Induction	24
Technical 3	A	23 / 22 / 21
Technical 3	B	20 / 19 / 18
Technical 3	C	17 / 16
Technical 3	Induction	15

Admin

REF	Admin	SCP
Admin 1	A	32 / 31 / 30
Admin 1	B	29 / 28 / 27
Admin 1	C	26 / 25
Admin 1	Induction	24
Admin 2	A	23 / 22 / 21
Admin 2	B	20 / 19 / 18
Admin 2	C	17 / 16
Admin 2	Induction	15
Admin 3	A	14 / 13 / 12
Admin 3	B	11 / 10
Admin 3	C	9
Admin 3	Induction	8
Admin 4	A	7 / 6
Admin 4	B	5
Admin 4	Induction	4

Operative

REF	Operative	SCP
Operative 1	A	14 / 13 / 12
Operative 1	B	11 / 10
Operative 1	C	9
Operative 1	Induction	8
Operative 2	A	7 / 6
Operative 2	B	5
Operative 2	Induction	4

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WEST MIDLANDS FIRE SERVICE

**PAY AND GRADING STRUCTURE AND
PERFORMANCE MANAGEMENT SYSTEM OVERVIEW**

The pay and grading structure and performance management system has been designed and developed out of discussions and concerns from managers, employees and trade unions. The Employee Opinion Survey in 2009 highlighted several areas of concern in regard to the West Midlands Fire Service approach to people management.

This system aims to address some of these concerns as well as achieving the following:

- role design that has synergy with the 'Grey Book' approach
- improved career structures and opportunities for progression
- more flexibility in Service delivery
- a system that supports culture change
- recognition for valuing contribution and competence 'not tasks done'
- embed IPDR throughout the organisation

Below is an overview of the key elements of the system:

Broad Bands

The broad bands reduce the number of grades (now bands) for non-uniformed from 25 to 7. Each of these new bands will have 9 increments instead of 3. Progression through the band will be initially based on organisational requirement and demonstrable competence and performance in the role.

Job Families

All non-uniformed jobs within WMFS have been separated into common groupings, referred to as job families. Within job families the jobs apply their skills in similar ways to the tasks they undertake. Job Evaluation confirms these groupings and these jobs have similar factor scorings.

The job families are:

- Managers
- Professional Specialists
- Technical Specialists
- Administrators
- Operatives

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Role Profile

In this new system, the job description is replaced by a role profile. The role profile is generic and will apply to all the jobs that are of a similar type within the job family. The role profile includes everything that could be asked of the role and has been created from all the job descriptions that exist in WMFS that fit within the role. Every task in all those job descriptions is covered by a generic statement in the role profile.

The role profile is the description of Part C of the role covering key areas that are built from the Corporate Plan and core values of the Service. Below the main profile is a description of the competencies required in the role and the person specification. Then, critical to the reward and progression model, is a description of competence and outputs required across each stage of role progression.

The new role profiles have been developed from job evaluated jobs within the organisation.

Progression and Competency Framework

Critical to the system is a process of regular competence and performance assessment through the Individual Personal Development Review. Part C is the expected level of the role; however the role then spans an additional 2 levels which will be assessed by the completion of organisational need, assigned deliverables and demonstrated personal competence and skill in carrying out the functions of the role.

Other Interfacing Systems

A major benefit of this structure is that it allows an easier integration of other systems to support the organisation in an effective performance management system.

For example:

- Learning and Development Framework
- Financial Framework
- Recruitment and Selection Framework
- Organisational Performance Management
- Integrate current ICT and HR systems

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