

Job Evaluation Root Cause Analysis

In November 2017, the then Health and Social Services Department (HSSD) senior management senior team (CEO and HRD) raised concerns in respect of the results following work undertaken as part of the Workforce Modernisation project (WfM). As a result, a number of Allied Health Professionals (AHPs) and Social Worker roles were requested to be job evaluated despite recommendations from the employment relations team to wait following implementation of WfM.

Consequently 36 roles were re-evaluated covering 109 individuals. As a result, there were;

- 5 Grade 10 roles uplifted to Grade 11
- 25 Grade 11 posts were uplifted to Grade 12
- 1 Grade 11 post was uplifted to Grade 13
- 4 Grade 7 posts were uplifted to Grade 8; and
- 1 Grade 9 post was uplifted to Grade 10.

The uplift has cost the Health and Community Services Department circa £746k on the payroll which was not planned.

The re-evaluation process was independently reviewed by the Welsh Job Evaluation Group (NHS Job Evaluators), who concluded that the uplifts were not appropriate and that the majority of the job descriptions / role profiles had been 'inflated'.

The issue on this uplift goes to the heart of the current dispute and grievance with nursing and midwifery staff in respect of *equal pay for work of equal value*. As a result, the current Interim HR Director in HCS commissioned a Root Cause Analysis Report into the matter which was undertaken from the beginning of June 2018 and concluded in July 2018. The report was shown to the nursing and midwifery trade unions shortly after the report was complete, although the unions did not retain a copy, and it was also shared with senior managers who were cited in the report.

The report identified a number of failings and issues with regard to process and poor judgement by senior staff, and those with primary responsibility for these failings are no longer with the organisation.

It was intended that the report should be shared with staff in the interests of openness and transparency; however the timing of the release of the report was impacted by detailed consideration of how to deal appropriately with those AHPs and Social Workers who were uplifted in grade and pay. Given that people have left the States over this period, and others have joined, the total number of people now impacted is 126 and they have been contacted to explain that the original decisions on grading and pay are being reversed from 1 April 2019. This approach has been agreed by the States Employment Board, and by the Civil Service Staff Side who represent AHPs and Social Workers.

So, the report is now being published, together with this summary. The report itself is redacted to ensure that no individual confidentiality is breached.