



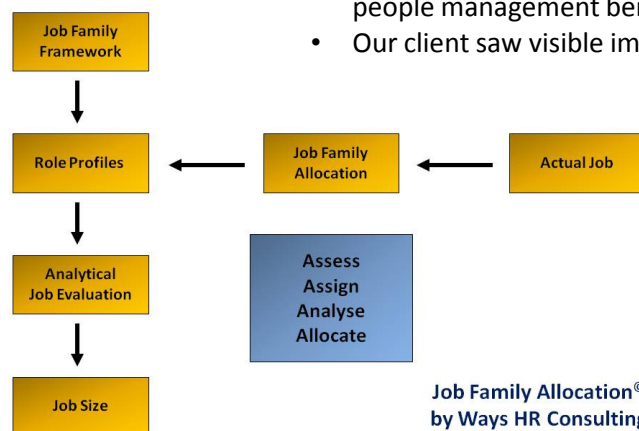
- Glasgow is Scotland's largest city, with a population of around 580,000. It covers 17,639 hectares.
- The city has 291,474 dwellings. With 2,314,219 sq m office floor-space, Glasgow is the UK's second-largest retail centre.
- The City Council works with partner agencies including Scottish Enterprise and the Clyde Valley Tourist Board.

## What did our client need?

- UK councils are legally required to operate with single status pay arrangements.
- Our client wanted to address their equal value pay responsibilities and build the foundations for a modernised workforce strategy.
- They asked us to support them in modernising work descriptors for 32,000 staff-members.
- Our Job Family Modelling approach achieved this while avoiding a lengthy and expensive exercise in individual job definition.

## How did we help?

- We developed fourteen new Job Families with detailed role profiles, built around a performance enabling competency framework.
- We assessed the role profiles using a formal job evaluation scheme.
- And, in partnership, we provided detailed design work to specify a new pay and grading structure, including a compliant and effective reward system.
- Using our original, factor-based Job Family Allocation Tool © we assigned all individual roles to the new profiles.
- The definition and allocation process took place in just four months.



## What challenges did we face?

- Implementing appropriate Job Families.
- *Our approach was flexible and sensitive to our client's industrial relations and political environment. Corporate HR were involved in planning procedures. We briefed senior managers and key stakeholders.*
- Managing progress.
- *Our project leaders held regular review and planning meetings. We also supported our client with briefings and specialist communications.*

## What benefits did our client gain?

- Over an eight-week consultation period our client described and defined all work.
- Over four weeks we allocated all individual jobs to the new family descriptors.
- We have replaced thousands of individual job descriptions with approximately 100 role profiles.
- The project established a basis for modern and equal value compliant pay arrangements, with wider people management benefits.
- Our client saw visible improvements in performance management; training and development; career path mapping; and recruitment.

### Your Reward, Development & Performance Partner

- Assessment & Development
- Career Management
- Coaching
- Competency Based Interviewing
- Competency Frameworks
- Customer Service
- Employee Engagement
- Equal Value Compliant Pay
- Independent Job Evaluation
- Job Family Modelling
- Leadership Development
- Outplacement
- Performance Management
- Recruitment Coaching
- Reward Strategy
- Salary Benchmarking

## For more information on Job Family Modelling:

Paul Robertson, 07841 804 563, [paul.robertson@wayshrc.com](mailto:paul.robertson@wayshrc.com)