

Note of a meeting with representatives of DFP on 24 September 2010

Present: Mark Bailie, DFP
Paul Armstrong, DFP
Debbie Sherlock, DFP
Aidan Fitzpatrick, ECNI
Carole Dennis, ECNI

Mark and his colleagues wanted to keep us informed of the progress of their Equal Pay Review. The Review has 3 strands – strands 1 and 2 have already been completed and they are beginning to work on strand 3 which is a Pay and Grading Review. At this early stage they are collecting data and 'touching base' with various organisations such as ECNI to see if we wished to be involved in any way.

Aidan advised that they should follow the advice in our Equal Pay Toolkit.

The Review is a joint operation between the Department and NIPSA. It was agreed that when they have agreed the scope and purpose of the exercise they will send it to the Commission.

It was also agreed that we would meet again early in 2011 to discuss progress.

Aidan said that, in the meantime, if they felt that we could be of assistance in any way they should not hesitate to contact us.

Carole Dennis

Aidan Fitzpatrick

From: Bailey, Mark [Mark.Bailey@dfpni.gov.uk]
Sent: 05 May 2011 15:54
To: Aidan Fitzpatrick
Subject: Gateway Interview
Attachments: Agenda Item 9 - Gateway Healthcheck 1 - TOR.DOC

Aidan,

I can't remember whether I sent you the attached terms of reference or not but I do remember you saying you would appreciate an update before the Gateway interview next week. The attached document is the terms of reference for the Gateway Health Check and the review team will be focussing on the objectives at the end of the document. You do not really need any advance preparation - the review team is aware we met last Autumn and I suspect they just want to get an external perspective on the review and whether the Equality Commission has any views. I will be around between now and next week if you want to ring for a chat on what we have been doing since we met (we are more or less at the 'define vision' stage of the flowchart below) but please feel completely free to say whatever you feel is appropriate to the review team - the value of the process is the candid nature of all the participants.

TERMS OF REFERENCE GATEWAY HEALTH CHECK PAY AND GRADING REVIEW OF THE NICS

INTRODUCTION

As a result of a large number of equal pay claims lodged in 2009, a joint settlement agreement was negotiated with NIPSA. This settlement aimed to resolve existing and potential claims up to 2009 and any potential related claims for a period into the future to allow time for a comprehensive Pay and Grading Review covering all grades within the NICS. The review was identified as essential to the settlement terms in order to resolve a number of remaining pay and grading anomalies.

PROJECT OBJECTIVES

The objectives of the review are to:

- identify and implement the most appropriate pay and grading structure to support the business needs of the NICS;
- identify existing and potential equal pay vulnerabilities and what action is required to rectify them;
- position the NICS appropriately in terms of pay and grading relative to the wider public and private sectors to prevent a distortion of the marketplace;
- address known recruitment and retention difficulties;
- honour the commitment given in the equal pay settlement;
- provide the NICS with a robust pay and grading system ensuring the system is fair and defensible and fully meets legislative requirements.

RISK POTENTIAL ASSESSMENT (RPA)

An RPA has been carried out by the SRO and approved by CPD. The agreed position is that, when viewed in the context of wider public sector programmes and projects, the project is a medium risk activity and involvement of an external Gateway review team was recommended.

It was also agreed that the review does not fit the usual model of a formal Gateway project and that a series of three health checks would be more appropriate:

1. An initial health check as soon as possible;
2. A second health check prior to implementation of an agreed option;
and
3. A final health check post-implementation to evaluate the effectiveness

APPROACH

The initial health check will be conducted by an external team leader along with two internal team members. A half day planning session will be arranged for early April with the two day review taking place in early May.

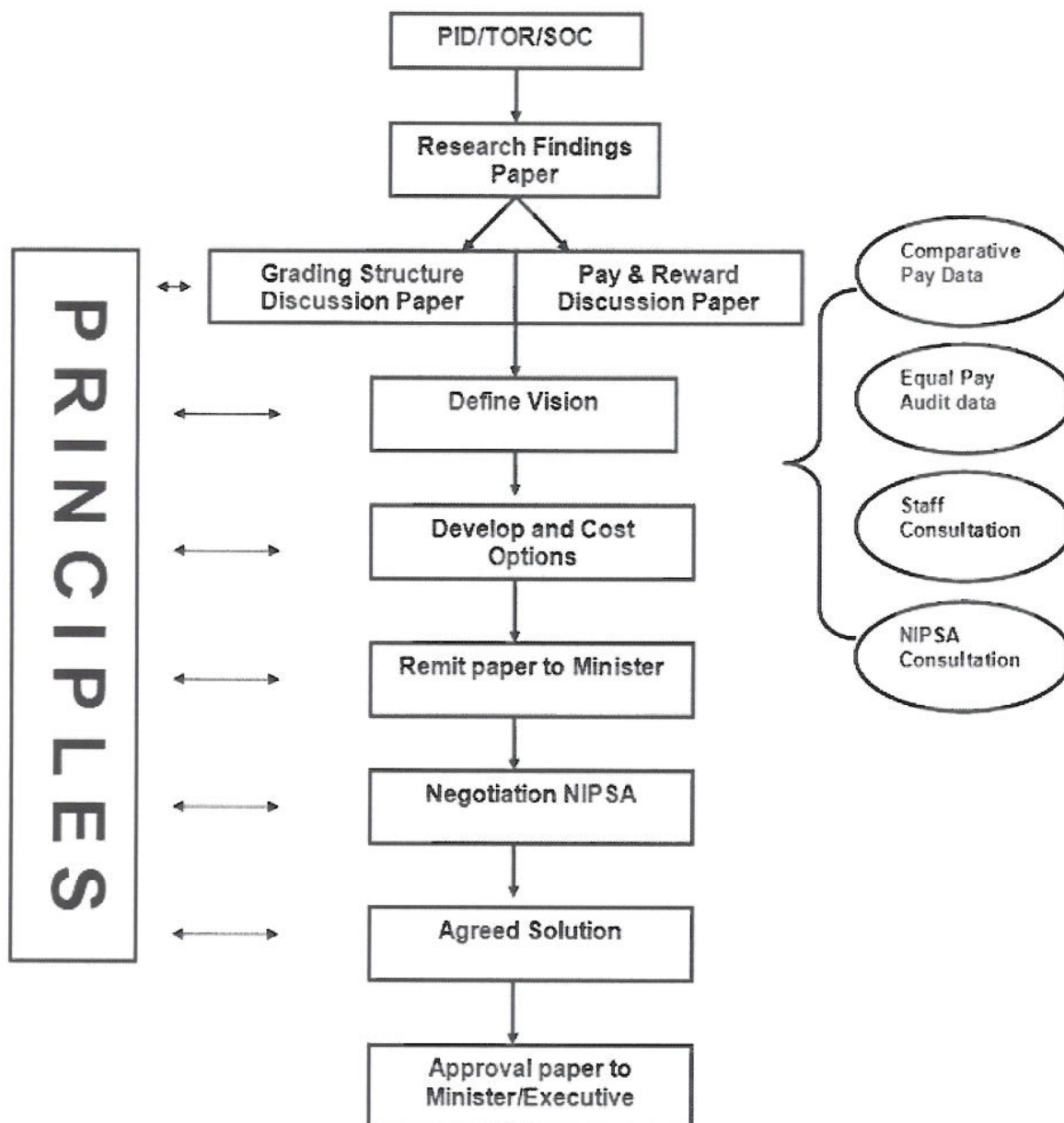
Corporate HR will be responsible for funding the costs associated with the external reviewer only (typically £6-10k depending on the length of the health check).

HEALTH CHECK OBJECTIVES

The Project Board would like the initial health check to focus on a number of key areas:

- Is the project on the right track to deliver its objectives?
- Have potential risks been adequately identified?
- Is the proposed approach likely to resolve the identified pay and grading anomalies?
- Are appropriate procedures in place to ensure approval and funding of the agreed solution?
- Has sufficient research been undertaken to fully inform the vision of the pay and grading structure for the future?
- Is sufficient consultation with stakeholders proposed to fully inform the vision of the pay and grading structure for the future?
- Is there sufficient expertise/advice available at this stage?
- Is the project timetable to get to the implementation stage realistic?
- Can the review team provide any innovative thinking, particularly around the key issues of rewarding performance and the design of the grading structure?

MARK BAILEY
PAY AND GRADING REVIEW PROJECT MANAGER
MARCH 2011



Kind regards,

Mark Bailey

Pay and Grading Review Team

Corporate HR

Department of Finance and Personnel

7th Floor, Royston House

34 Upper Queen Street

Belfast, BT1 6FD

Tel: 028 9054 2068 (int. ext. 42068)

Mbl: 0789 6271564

E-Mail: Mark.Bailey@dfpni.gov.uk