

JOB EVALUATION POLICY (H11)

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Date of Issue:	June 2017	Next Review Date:	December 2024
Version:	1.4	Last Review Date:	December 2022
Author:	People Business Partner (Agenda for Change – Management Lead)		
Directorate:	Workforce and Organisational Development		
Approval Route			
Approved By:		Date Approved:	
JCNC		23 rd April 2015	
LCNC		23 rd April 2015	
JCNC		11 May 2017	
Links or overlaps with other policies:			
Equality and Diversity (ED1)			
Grievance (HR01)			
Pay Allowances Policy (H22)			
Salary on Appointment, Promotion & Incremental Credit (H18)			
Organisational Change Policy (H29)			

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1.1		Dec 16	Updated Trust logo	HR Manager
1.2		May 17	Bi annual review of policy	HR Manager
1.3		May 2019	Bi annual review of policy	Workforce & OD Business Partner
1.4		December 2022	Bi Annual review of policy	Partnership Forum AfC Management & Staffside Leads

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1 Policy Statement

- 1.1 The Trust is committed to the operation of a fair, consistent and equitable job evaluation scheme, based on the job required by the Trust, not the person doing it or the number of hours required.
- 1.2 This policy and procedure sets out the Trust's local arrangements for job evaluation under the national framework of Agenda for Change (AfC).

2 Purpose & Principles

- 2.1 The purpose of this policy and the supporting procedures is to ensure that new posts and those that have undergone significant changes are appropriately assessed and evaluated in accordance with the NHS Job Evaluation Scheme (JES). Whilst the job evaluation processes described in this document aim to simplify the detailed arrangements contained in the Job Evaluation Handbook, they are not a substitute and the Handbook will be the main source of information.
- 2.2 The aim is to achieve consistency of matching and evaluations, against local matching and evaluations and against national benchmark profiles, in order to maintain consistency with similar jobs.
- 2.3 The procedure is to enable an individual, group of employees or the manager of a service to have appropriate access to an independent review of the band assigned to a post/s.
- 2.4 The policy and procedure will apply where there is clear evidence to demonstrate that there is a significant change to a job role and responsibilities.
- 2.5 The Job Evaluation Policy and supporting procedure are based on the following principles:
 - The key principles of equal pay for work of equal value.
 - That partnership working between the Trust and the Recognised Staff Organisations will underpin job evaluation processes.
 - That it is the post that is assessed and evaluated and not the individual person who occupies the post at any given time.
 - That the job evaluation processes are transparent.

3 Scope

- 3.1 This policy applies to all posts on Agenda for Change Terms and Conditions of Service.
- 3.2 This policy does not apply to Directors, medical and dental posts, posts of workers not employed by the Trust.

4 Equality and Diversity Statement

- 4.1 The Trust is committed to preventing discrimination, valuing diversity and achieving equality of opportunity. No person (staff, patient or public) will receive less favourable treatment on the grounds of the nine protected characteristics (as governed by the Equality Act 2010): sexual orientation; gender; age; gender re-assignment; pregnancy and maternity; disability; religion or belief; race; marriage and civil partnership. In addition to these nine, the Trusts will not discriminate on the grounds of domestic circumstances, social-economic status, political affiliation or trade union membership.
- 4.2 The Trust is committed to ensuring all services, policies, projects and strategies undergo equality analysis.

5 Roles and Responsibilities

- 5.1 **Chief People Officer** will oversee the operation and monitoring of the Job Evaluation Policy and Procedure.
- 5.2 **Job Evaluation Leads**

The Trust recognises the importance of partnership and therefore will share the ownership for job evaluation processes with the Recognised Staff Organisations through the identification of two Job Evaluation Leads, one management and one staffside. The Job Evaluation Leads should have knowledge of the Job Evaluation Scheme and will:

- Ensure that NHS Staff Council good practice guidelines are followed.
- Advise employees, managers, and accredited staff representatives about job evaluation good practice.
- Ensure there are adequate numbers of trained individuals to match and evaluate jobs.
- Advise managers and employees that new and significantly changed jobs should be matched or evaluated.
- Keep up to date with job evaluation developments and share recommended practices locally.
- Ensure job evaluation continues to be relevant to the organisations and therefore help to protect the Trust against equal pay challenges.

5.3 **Consistency Panel**

It is the responsibility of the Consistency Panel to:

- Ensure outcomes are checked against other local matches within the same occupational group, job family and other local matches within the same pay band.
- Query any apparent inconsistencies in the matching of the post.

5.4 **Trained Job Evaluators/Matchers**

It is the responsibility of trained job evaluators/matchers to:

- Work in partnership to evaluate/match jobs fairly and in accordance with the AfC Job Evaluation Scheme.
- Maintain confidentiality with regard to all aspects of work undertaken as panel members.
- Commit to participate in panels on a regular basis and to attend panels to which they have given a commitment.
- Complete the required documentation accurately, clearly and comprehensively.

5.5 **Associate Directors/Heads of Service**

It is the responsibility of the Associate Directors/Heads of Service to:

- Ensure congruence of changed job roles with the needs of the business and the Trust's strategic objectives.
- Ensure the Service has a process in place to assess the implications of all significant changes to job roles.
- Consider the banding of both jobs affected when a change of responsibilities for one job impacts on the responsibilities of another.
- Ensure the quality of the job descriptions, job specifications and supporting documentation being presented for banding.

5.6 **Line Manager**

It is the responsibility of the Line Manager is to:

- Ensure that the design of roles reflects the Trust's strategic objectives, the needs of the business and safe and cost effective healthcare delivery.
- Consider the needs of the business when considering a significant change to a job role.
- Ensure that the job descriptions of post holders fairly reflect the principle duties required of them.

- Obtain approval in principle from the Head of Service/General Manager for any proposed changes to banding before discussion with job holders.
- Ensure that job descriptions and person specifications are accurate, complete, meet the needs of the service and are written in line with the Trust's standard template (See Procedure – Appendix 2).

5.7 Employees

It is the responsibility of employees to ensure that a request for rebanding is discussed with their Line Manager and necessary paperwork completed before submission for job matching.

6 General

- 6.1 Partnership working between the Trust and staff side will underpin this process.
- 6.2 Where a job has responsibilities added to it, resulting in a significant change, it is expected that the Line Manager will also consider whether the additional responsibilities are new to the department/Trust or have been removed from a second job role. If the latter, the second job should also be updated by the line manager and post holder(s), and submitted for banding.
- 6.3 A 'significant change' is defined as changes that are great enough to:
- Considerably increase or decrease to the knowledge, training and experience necessary for the job, or
 - Considerably increase or decrease to the "freedom to act" of the post holder(s), or
 - Considerably increase or decrease to the level of responsibility of the post holder(s)
- 6.4 Where existing responsibilities are no longer required in a role, resulting in a significant change, the line manager should submit an amended job description for banding, based on the revised needs of the service.
- 6.5 Where a project or an objective is set for a post holder(s) which is new but does not significantly increase responsibility, it is not appropriate to submit the updated job description for banding.
- 6.6 In every circumstance, it is the post that is matched or evaluated not the individual who happens to be in the post at any given time.
- 6.7 Where the Line Manager and Job Holder(s) fail to agree on the accuracy of the job description/specification and are unable to "sign-off" the document then the matter should be referred to the next manager in line, in consultation

with a HR Representative, for a final decision. The Job Matching Procedure will not commence until the final decision had been made.

- 6.8 The outcome of any banding/evaluation process on a current job role may result in a decision to increase or decrease the band of a post or for it to remain unchanged. An increase of more than one band would indicate a substantial change to the job role which would require the post to be advertised.
- 6.9 Any application for evaluation must include an effective date. In the case of a request for re-evaluation it is expected that the effective date of change should be within six months of the date of submission of the request.
- 6.10 An underlying principle of job evaluation/matching panel activity is that panel members must not discuss any issue relating to either information supplied for, or the outcome of, job evaluation with anyone other than the Job Evaluation Leads and panel members during convened meetings.
- 6.11 The Trust and Trade Unions will ensure that all Job Matching/Evaluation Panel members have received full training as job matchers, job evaluators and job evaluation analysts.
- 6.12 Where apparent inconsistencies in banding across the organisation are brought to the attention of Trust managers, the Job Evaluation Leads should be notified, who will arrange for this to be investigated and appropriate action taken as necessary, to restore consistency in the pay structure.
- 6.13 It is recognised that there may be times when new or existing vacant posts may be evaluated to a pay band where the salary level makes it impossible to recruit due to market pressures. In such exceptional circumstances the post may attract a local recruitment and retention premia in accordance with [Annex 10](#) of the NHS Terms and Conditions of Service Handbook.

7 Matching/Evaluating New Jobs

- 7.1 A new job is a role that has not previously been undertaken within the Trust or is an existing role that has been changed considerably following the resignation of a previous post holder.
- 7.2 Where a new job is created as a result of service reconfiguration or service development then it will be necessary for the job to be assessed and evaluated. This is to ensure that new jobs are evaluated and banded consistently throughout the Trust to ensure there are not disparities in pay.

- 7.3 Posts will need to be submitted in accordance with the process for new posts. This will provide an indicative banding for the post and anyone being appointed to the post will be advised of the indicative nature of the banding.
- 7.4 A reasonable period of time, eg 12 months, will be allowed for the job to ‘bed down’ and this may vary according to the nature of the job. Once the full demands of the job are clear, the manager should resubmit the revised job description and job specification so it can be reassessed using the re-evaluation of an existing post process.

8 Job Matching/Evaluation Panels

- 8.1 The Job Matching/Evaluation Panels will normally comprise of four members (two management representatives and two accredited staff side representatives) all who have been trained in Job Matching and/or Job Evaluation as required. In exceptional circumstances then as a minimum a Panel must comprise of three members with at least one member from management and one accredited staff side representative.
- 8.2 Where the Job Holder does not agree with the outcome of the Job Matching/Evaluation process they have the right to request a review. The Review Panel will consist of two management representatives and two staff side representatives. In exceptional circumstances then as a minimum a Panel must comprise at three members with at one member from management and one accredited staff side representative. At least 50% of the panel will be different from the first Job Matching/Evaluation Panel.
- 8.3 Wherever practical, the aim will always be that Panel members will not sit on a panel which is considering a job connected with their own department.
- 8.4 Managers and post holders may be contacted by a panel, which will be anonymous, to ask any questions the panel may have or to clarify any information contained in the request or the job description supplementary information form. In order to protect the anonymity of the Panel, under no circumstances, will the Line Manager or the Post Holder be required to attend a meeting with the Panel.
- 8.5 Should the Panel fail to complete the job matching/evaluation process and reach an agreed outcome then this will be reported to the Job Evaluation Leads who will consider the situation and determine the most appropriate course of action (eg referring the job to a different panel).
- 8.6 All discussions and decisions within a Panel must remain strictly confidential. The Panel must not under any circumstances disclose the results of the job matching/evaluation process to the line manager or job holder(s). All Panel decisions will be submitted to the Consistency Panel. Final decisions about

job matching/evaluation outcome will be communicated by the Agenda for Change Team after the consistency checking process has been completed.

- 8.7 All members of Panels (managers and staff side) will be appropriately trained to effectively fulfill the role and will commit to participation in a reasonable number of panels, in order to maintain their own skills and to enable jobs to be processed without delay.

9 Consistency Panel

- 9.1 The aim of the consistency checking process is to ensure the matching and evaluation outcomes are consistent and reliable in order to avoid grading anomalies within the Trust and consequent review requests.

- 9.2 The Consistency Panel will normally comprise of two members (one management representative and one accredited staff side representative) all who have been trained in Job Matching and/or Job Evaluation as required. The Panel members will not include more than one representative from the original Job Matching/Evaluation/Review Panel.

- 9.3 Consistency checking is carried out on a factor-by-factor basis and the Consistency Panel is authorised to amend factor levels and the choice of national profile made by the original Job Matching/Evaluation Panel. Where the suggested changes are thought to be substantive, the Consistency Panel retains the right to refer the paperwork back through the job matching/evaluation process with any queries and/or comments. There is no requirement to inform the original Job Matching/Evaluation Panel that post has been resubmitted through the process.

10 REQUESTS FOR REVIEW OF JOB MATCH/JOB EVALUATION RESULTS

- 10.1 A review can be requested where the post holder disagrees with the job match/evaluation and can provide further information in support of their request for review.

- 10.2 An informal review can be requested to exchange information in an informal manner to help clarify issues and provide an opportunity for discussion and resolution.

- 10.3 Where a formal review is necessary the post holder who wishes to query the result of a job match or job evaluation outcome may do so by completing for a Band Outcome Appeal Form.

- 10.4 The post holder(s) must provide details of where they disagree with the job match/evaluation and include any additional information. The manager/post

holder must reach agreement on the content of the additional information prior to being forwarded to the Agenda for Change Team.

- 10.5 The AfC Team will arrange for a Review Panel to meet within 30 working days of receipt of the application.
- 10.6 The post holder has no right of appeal beyond the Review Panel if the complaint is about the matching outcome.

11 Resolving Disagreements Following Job Matching /Evaluation

- 11.1 In the event that the post holder can demonstrate that the process was misapplied they may pursue an objection using the Job Matching/Evaluation Complaints Procedure. The complaint must be against the process, not against the matching result or pay band.
- 11.2 The complaint must be made within 30 days of receipt of the written banding decision. For further information refer to Section 7 of the Procedure for Job Evaluation of New Posts and Re-Evaluation of Existing Posts.
- 11.3 Where a complaint is upheld, the Panel will decide on the corrective action, which may be reference to a new panel.
- 11.4 The results of a complaint will be made available in writing to the line manager and post holder(s).

12 Training and Awareness

- 12.1 The Trust and Trade Unions will ensure that all Job Matching/Evaluation Panel members receive full training as job matchers, job evaluators, job evaluation analysts and consistency checkers, with refresher training as required.
- 12.2 Newly trained Job Matchers will be supported and given opportunity to match with experienced matchers in order to become accustomed to the process of job evaluation.

13 References

- 13.1 NHS Terms and Conditions of Service
NHS Job Evaluation Handbook

14 Contact Details

14.1 Any queries regarding this policy should be directed to:

People Hub: tsdft.humanresources@nhs.net or **call on 01803 6(55754)**
Agenda for Change Team - tsdft.agendaforchange@nhs.net
AfC Management Lead – julie.turnbull@nhs.net
AfC Staffside Lead - sarahj.burns@nhs.net

15 Monitoring, Audit and Review Procedures

15.1 This policy will be monitored and audited on a regular basis. A full review will take place every two years by the Directorate of Workforce and Organisational Development in partnership with staff side representatives. Review will take place earlier if determined by legislative changes.