

# **JOB EVALUATION POLICY**

## **1. Introduction**

The aim of a job evaluation scheme is to provide a systematic and consistent approach to defining the relative value of jobs within an organisation. It compares different jobs to determine size and value against a range of established factors. Only the job is evaluated, not the person doing it, nor is it concerned with the total volume of work, the number of people required to do it, the scheduling of working, or the ability of the job holder.

## **2. Job Evaluation Scheme**

All evaluations will be carried out using the Local Government Single Status Job Evaluation scheme developed by the National Joint Council for Local Government Services, also known as the NJC Scheme (Gauge). The scheme consists of 13 factors which are:

1. Knowledge
2. Mental Skills
3. Interpersonal Skills
4. Physical Skills
5. Initiative and Independence
6. Physical Demands
7. Mental Demands
8. Emotional Demands
9. Responsibility for People
10. Responsibility for Supervision
11. Responsibility for Financial Resources
12. Responsibility for Physical Resources
13. Working Conditions

## **3. Evaluation Procedure**

A post or group of posts will be subject to the job evaluation process in the following circumstances:

- a new post is created
- an employee believes there has been a substantial change to their role
- where a management review of the post results in a substantial change to the duties and responsibilities of the post
- as part of a regular review of the Job Evaluation scheme, as agreed with the Trade Unions.

## **4. New Posts**

### **4.1. Definition of New Post**

A post will be regarded as 'new' for the purposes of Job Evaluation where the duties and responsibilities identified in the job description have not existed as a whole before.

The grade for the new post will be determined using the procedure outlined in this policy prior to the commencement of any recruitment procedures either internally or externally, unless alternative arrangements are agreed by Senior Management. This procedure should be built into the recruitment timetable accordingly.

### **4.2. Documentation Required**

The line manager will be responsible for devising the Job Description and Person Specification for the new post. The manager will be required to provide all necessary documents as advised by Human Resources. These documents must be submitted to Human Resources. Where possible, the line manager should identify a comparable post to aid the evaluation.

### **4.3. Evaluation**

Human Resources, line manager and / or Head of Service will then undertake a formal evaluation using the NJC Scheme (Gauge). Any issues or concerns from either Human Resources or manager are noted for consideration outside the formal setting of the evaluation.

### **4.4. Audit**

#### Stage 1

The evaluation will be audited by another job analyst, paying particular attention to any areas of concern. Where necessary, the evaluation will be revisited by Human Resources, line manager and / or Head of Service and subsequently re-audited.

#### Stage 2

The evaluation will be audited by the Job Evaluation Review Panel who will consist of a member of the Corporate Management Team, Trade Union representative and a Human Resources representative. The Panel will consider where the factor scores sit within the organisation, and may, if needed, refer the post for further evaluation.

## **5. Career Graded Posts**

Where the new post is career graded each level within the career grade will be evaluated independently. Separate paperwork should be completed for each level within the career grade, to include Job Description / Person Specification.

## **6. Double Testing**

Where a post scores level 7 in the Knowledge factor and level 6 in Initiative and Independence it will be double tested under the Hay Job Evaluation Scheme to determine whether it should be evaluated outside the NJC scheme (Gauge) or whether it should remain within the NJC Scheme (Gauge). Further information on double testing can be found in Appendix 1.

## **7. Re-Evaluations**

### **7.1 Requests for Re-Evaluation**

An employee or the manager has the right to request a re-evaluation of the grading of their post if there has been a substantial changes to the duties or responsibilities of their post, or where there has been a transfer of duties from elsewhere such that the character of the post is substantially altered. However, such a request may not be made within 12 months of either:

- their appointment to the post, or
- the date of notification of any previous evaluation process

Whoever instigated a re-evaluation is required to complete the necessary paperwork as advised by Human Resources.

If an employee requests a re-evaluation they must ensure they have the support of their line manager before submitting a request for re-evaluation. If a line manager does not support the request for re-evaluation it will be referred to the HOS, the HOS decision will be final.

### **7.2 Documentation Required**

A revised job description and person specification should be submitted to Human Resources highlighting the aspects of the post that have changed. The employee will also be required to complete any necessary paperwork in advance of the panel.

### **7.3 Re-evaluation**

Human Resources will undertake a formal re-evaluation using the NJC Scheme (Gauge). The employee and line manager will be invited to attend.

### **7.4 Audit**

#### **Stage 1**

The evaluation will be audited by another independent Human Resources Advisor.

## Stage 2

The evaluation will then be audited by the Job Evaluation Review Panel who will consist of a member of the Corporate Management Team, Trade Union representative and a Human Resources representative. The Job Evaluation Review Panel will consider where the post's factor scores sit within the organisation, and may refer the post for further re-evaluation.

### **7.5 Effective Date of Changes to Salary**

All changes to salary will be effective from the date that the request for re-evaluation is signed off by the line manager / Head of Service.

### **7.6 Salary Protection**

In the event that the grade determined for the post is lower than the employee's existing grade, salary protection will apply. This will be for a period of 12 months. Please refer to the Re-organisation and Change Policy for full details on salary protection.

## **8 Appeals**

### **8.1 Scope of Appeals**

In order to appeal against the outcome of a re-evaluation the employee must identify which of the 13 factors they wish to challenge and the specific questions they wish to be reviewed. These must be clearly outlined on the Job Evaluation Appeals Form, providing supporting information as to why, in their opinion, the scores for any of the factor level(s) do not reflect the specific demands / requirements of the job.

Employees submitting an appeal therefore will be required to provide clear evidence to support their appeal submission against each of the factor level scores they are appealing against. Simple statements like "I disagree with the factor level(s)" will not be accepted as the basis for an appeal.

Please note that due to the question traces within the JE System (Gauge) it may be necessary to review additional questions to those outlined as part of the appeal.

### Possible Outcomes

There are three possible outcomes from submitting an appeal:

1. Increase in score
2. Decrease in score
3. Score remains the same

A change in factor level and job evaluation score will not necessarily lead to a change in the grading of the post unless sufficient additional points are awarded to enable a move to a higher band.

## **8.2 Appeals Process**

The employee must submit the full grounds for appeal using the appropriate forms. Appeals must be submitted within and verified by the Line Manager within 4 weeks of receiving the JE outcome letter.

In circumstances where a line manager disputes the appeal this will need verification from their Head of Service. In the event that it is not verified, an independent Head of Service will review the appeal.

The employee will then send the completed form to Human Resources, keeping a copy for their own records and also sending a copy to their Trade Union if appropriate.

## **8.3 Appeals Panel**

The Appeals Panel will comprise of:

- A JE Analyst (HR Adviser)
- Head of Service
- Trade Union Representative

The Appeals Panel will consider the information submitted on the Job Evaluation Appeals Form and will assess the information using the NJC scheme (Gauge). The employee and line manager will be invited to answer any relevant questions where necessary. A trade union representative or work colleague may also be present.

At this stage it is not possible to appeal against any factors that were not specified as part of the original appeal.

The outcome of the appeal is final and there is no further right of appeal.

The outcome of the appeal will be confirmed in writing.

## **8.4 Grading During Appeals Process**

The employee's new grade as determined under Job Evaluation will be applied from the date that the request for re-evaluation is signed off by the line manager / Head of Service.

Pay protection where applicable, will apply from the date of completion of the JE process.

## **Appendix 1 – Double Testing**

To ensure we deliver a robust set of JE results it is important that no job holders are disadvantaged or advantaged by only having their post evaluated under one scheme based on the current salary for that post, so we have developed cross over criteria.

When a job currently graded scp 50+ is evaluated under the HAY scheme comes out with a 'know how' score of less than 304, it will be evaluated on the NJC JE scheme too, as it is not a big enough job to be a HAY graded post.

### **What Does this mean?**

A post will trigger double testing under HAY if it has scored a level 7 or above in Knowledge and a level 6 or above in Initiative and Independence.

The same form completed for evaluating the post under the NJC Job Evaluation scheme will be used to evaluate a post under the HAY scheme.

### **Criteria to remain within HAY**

For a post to remain within the HAY scheme it is required to score 304 points in the Know-How factor. However, to have a robust set of JE results this second evaluation must take place.