

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. The scheme consists of 13 factors which are:

1. Knowledge
2. Mental Skills
3. Interpersonal and Communication 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:

- where a post has substantially altered as defined in the Re-organisation and Change Policy;
- 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 the Senior Management Team and Trade Unions. This procedure should be built into the recruitment timetable accordingly.

4.2. Documentation Required

The line manager will be responsible for completing a Roles and Responsibilities form and a Job Description and Person Specification for the new post. These documents must be submitted to the job evaluation analyst in Human Resources. Where possible, the line manager should identify a comparable post to aid the evaluation.

4.3. Evaluation

The job analyst, line manager and / or Head of Service will then undertake a formal evaluation using the NJC scheme. Any issues or concerns from either the job analyst 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 the original job analyst, line manager and / or Head of Service and subsequently re-audited.

Stage 2

The evaluation will then be audited by the Job Evaluation Working Group who will consist of a Head of Service, Trade Union representative and a Human Resources representative (original job analyst). The Job Evaluation Working Group will consider where the post's factor scores sit within the organisation, and may 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.

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 classed as a Senior post or whether it should remain within the NJC scheme. Further information on double testing can be found in Appendix 1.

7. Re-Evaluations

7.1. Requests for Re-Evaluation

An employee has the right to request a re-evaluation of the grading of their post if there has been a substantial increase in 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 6 months of either:

- Their appointment to the post, or
- The effective date of any previous Appeal or Re-Evaluation, whichever is the latter.

The individual must ensure they have the support of their line manager before submitting a request for re-evaluation.

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.

7.3. Re-evaluation

The job analyst and line manager will undertake a formal re-evaluation using the NJC Scheme. Copies of the question trace and job overview (minus the scores) will be issued to the individual within 7 days. Any issues or concerns from either the job analyst, individual or line manager are noted for consideration outside the formal setting of job evaluation.

7.4. 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 the original job analyst, line manager and / or Head of Service and subsequently re-audited.

Stage 2

The evaluation will then be audited by the Job Evaluation Working Group who will consist of a Head of Service, Trade Union representative and a Human Resources representative (original job analyst). The Job Evaluation Working Group 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.

However, prior to the implementation of the corporate JE scheme, employees will receive 2 years salary protection from the implementation date of corporate JE, and thereafter either the remainder of the 2 years or 12 months (whichever is greater).

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.

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

Appeals will be admissible on the following grounds only:

1. the level determined as described in the job overview on one or more of the 13 job evaluation factors is incorrect
2. the information upon which the original evaluation was based was incomplete / incorrect
3. the job role has been incorrectly or inaccurately matched into a job group.

Please note, that appeals will not be admissible in any other circumstances.

Regardless of the reason for appeal employees will need to provide 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.

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. Please refer to the Frequently Asked Questions for the maximum and minimum points required for each grade.

8.2. Appeals Procedure

There are two stages to the appeals procedure.

8.2.1. STAGE 1

8.2.2. Step 1 – Employee Registers Intention to Appeal

Any employee who wishes to formally appeal against their job evaluation outcome must firstly register their intention to do so with Human Resources, by completing and returning the Registration of Appeal Form. Receipt of this will be acknowledged by Human Resources. This must be submitted within 4 weeks of the implementation date.

8.2.3. Step 2 – Employee Submits Appeal

The employee must submit the grounds for appeal in writing on the Job Evaluation Appeals Form. Appeals must be submitted to Human Resources within eight weeks of the implementation date.

8.2.4. Step 3 – Line Manager Considers Appeal

Line Manager Verifies Appeal

Where the line manager verifies the information submitted by the employee they will complete the necessary section on the appeal form to indicate that the information set out in the appeal is agreed.

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

Human Resources will acknowledge receipt of the form.

Line Manager Disputes the Appeal

In circumstances where a line manager disputes the appeal this will need verification from the Head of Service. The line manager will need to indicate in the relevant section on the appeal form where the information remains in dispute. The decision of the Head of Service will be final and they will either support the appeal or reject it.

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

Human Resources will acknowledge receipt of the form.

8.3. STAGE 2 – Appeals Panel

8.3.1. Process

Following receipt of the appeal Human Resources will arrange for the employee(s) to attend an Appeals Panel. Where the post is part of a family group two employees will be asked to represent the group.

The Appeals Panel will comprise of:

- An independent JE Analyst
- HR Officer
- 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 Job Evaluation scheme. 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.

8.3.2. Potential Outcomes

There are three possible outcomes from the appeal

- The appeal may be refused where there is insufficient information or the Job Evaluations Appeals Form has been incorrectly completed.
- The appeal is dismissed on the basis that the job has been correctly scored.
- The score may be increased or decreased within the limitations of the scheme.

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 (including where relevant, any revised factor levels) within 10 working days. A meeting between the line manager and employee(s) will be held to issue the outcome.

8.4. Grading During Appeals Process

The employee's new grade as determined under the Pay and Grading Review will be applied to the post and employee from the date of implementation. Pay protection will apply with immediate effect from the implementation date.

Successful appeals leading to a higher grade will be backdated to the implementation date, taking into consideration pay protection received (where appropriate).

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 Senior Post in Redditch.

What this means?

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.

