

# Job Evaluation Procedures

## Ref HR-0034-v4

**Status: Approved**

**Document type: Procedure**

## Contents

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<b>1</b>	<b>Purpose.....</b>	<b>3</b>
<b>2</b>	<b>Abbreviations .....</b>	<b>3</b>
<b>3</b>	<b>Principles of Implementation .....</b>	<b>3</b>
<b>4</b>	<b>Responsibilities.....</b>	<b>4</b>
<b>5</b>	<b>Procedure .....</b>	<b>6</b>
5.1	New Posts.....	6
5.2	Existing Posts (re-grades) .....	8
<b>6</b>	<b>Reviews (formerly called appeals) .....</b>	<b>10</b>
6.1	General .....	10
6.2	New Post Reviews .....	10
6.3	Regrading Reviews .....	12
<b>7</b>	<b>Contractual Issues .....</b>	<b>14</b>
7.1	Effective Date.....	14
7.2	Pay Increases .....	14
7.3	Lowering of bands.....	14
7.4	Organisational inconsistencies .....	14
<b>8</b>	<b>Monitoring .....</b>	<b>14</b>
<b>9</b>	<b>Related documents .....</b>	<b>15</b>
<b>10</b>	<b>Document control .....</b>	<b>16</b>

## 1 Purpose

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Following this procedure will help the Trust to:-

- Implement the Agenda for Change Job Evaluation Scheme effectively by:
  - Formalising the Trust's approach to job evaluation
  - Providing clear procedures
  - Confirming the responsibilities of staff
  - Setting standards against which the scheme will be monitored
  - Identifying the records to be kept to ensure an effective audit trail

## 2 Abbreviations

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AFC	- Agenda for Change
WFI&A	- Workforce Information and Assurance
JD	- Job Description
EF	- Effort Factors
JE	- Job Evaluation
JAQ	- Job Analysis Questionnaire

## 3 Principles of Implementation

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The Trust is committed to providing equal pay for equal work and to working in partnership with staff side to ensure that this is delivered.

The nationally agreed AFC Job Evaluation Scheme must be used to determine the correct band for all AFC posts across the organisation.

The scheme will be operated in a robust and transparent manner and in accordance with the agreed procedures detailed in this document.

Where apparent inconsistencies in banding across the organisation are brought to the attention of management, these will be investigated and appropriate action taken as necessary, to restore consistency in the pay structure.

The procedure will be supported by comprehensive records at each stage which may be used for effective evidencing of decisions, monitoring and audit purposes.

Job descriptions and person specifications must accurately reflect the required work activities within the service and not the knowledge, skills, personal attributes or work preferences of the post holder. Where standardised job descriptions exist, these should be used.

Re-grading applications should reflect a change in level of responsibility, associated knowledge and required skills, not just a change in workload. The person specification would not normally be expected to change. An exception would be where a change in the role required additional qualifications and/or experience, for example, where clinical staff may now be required to perform a certain clinical procedure which requires them to undertake additional training. Certain qualifications may, at times, need removing and replacing with current alternatives.

All members of job evaluation panels will be appropriately trained to ensure that the integrity of the scheme is maintained.

To remove the possibility of bias or influence, the name(s) of the post holder(s) will not be made known to the panel members and the names of the panel members will not be made known to the post holder(s) or the line manager.

## 4 Responsibilities

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### **Directors have responsibility for:**

- Authorising regrade requests in principle by completing the relevant section of the authorisation form and forwarding it to the HR Workforce Information and Assurance Manager by email.

### **Heads of Service and Associate Directors have operational responsibility for:**

- The implementation of these procedures within their own areas of management accountability.
- Authorising appropriate requests for job evaluation by completing the relevant section of the authorisation form and forwarding it to the relevant Director.

### **Line Managers will:**

- Ensure all job descriptions submitted for evaluation are presented in the Trust format, including the “Effort Factors” spreadsheet, and written / updated with reference to the Job Description Guidance document.
- Ensure job descriptions are written to meet the needs of the service.
- Seek professional advice on new job descriptions or changes to job descriptions on points which do not represent the profession’s “norm”.
- Submit new posts for evaluation in sufficient time for the process to be completed in accordance with the procedural timescales, before the desired date for submission to the Recruitment Department.
- Where a new post has been awarded a provisional banding, review with the post holder, amend as necessary (using track changes) and resubmit the job description to check the banding after a bedding in period of 6 to 12 months.

- Respond to requests for re-evaluation from post holders in accordance with the timescales of the agreed procedure, including completion of the relevant section of the authorisation form and forwarding it to the Service Head or Associate Director. Regrade requests should be made in writing by post holders and should be dated (see 8.1).
- Update the job description using “Track Changes” and agree the revised job description with the post holder(s) before submission for re-evaluation.
- Sign the paper-based JD and store a copy on the post holder’s personal file.

**Post Holders will:**

- Work with their line manager to produce job descriptions which reflect the needs of the service.
- Submit regrade requests to their line manager in writing and dated (see 8.1).
- Provide clear and appropriate information that has been agreed with the line manager in the event of a review request (using the Review Evidence template available from the HR Manager Workforce Information and Assurance).
- Sign the agreed paper based JD for retention on their personal file.

**Trained Job Evaluators will:**

- Maintain confidentiality in all aspects of the work undertaken as a panel member.
- Participate in panels on a regular basis
- Arrange cover if they can’t attend a planned JE Panel
- Work in partnership to evaluate jobs fairly and in accordance with the AFC Job Evaluation Scheme.
- Complete the required documentation accurately, clearly and comprehensively.

**HR Workforce Information and Assurance Team (WFI&A) will:**

- Maintain and continuously improve effective documentation and systems to evidence compliance with the Job Evaluation Scheme and support an auditable process.
- Where possible, ensure that all job descriptions are fit for purpose for job evaluation.
- Ensure, in partnership with staff side, that panel outcomes are appropriately evidenced, clearly documented and consistent with the Job Evaluation Scheme and other posts across the organisation and take appropriate action where necessary.
- Ensure that all panel members are aware of the latest guidance issued by NHS Staff Council.
- Ensure that all new panel members receive national JE Training and that other panel members receive refresher training as necessary.
- Provide appropriate guidance to managers through the process.
- Provide assurance that Job Evaluation within the Trust is transparent, robust and compliant with the AFC Job Evaluation Scheme, the Trust’s Job Evaluation Policy and current legislation.
- Identify, address, and escalate any areas of concern regarding the integrity of the JE process.
- Recommend and implement agreed changes to procedures and systems.

- Administer the procedure including providing the documentation for JE Panels.
- Administer teleconferencing facilities for JE Panels.
- Inform the line manager of the JE outcome.
- Ensure JE records are held in a secure, retrievable data system.
- Ensure that changes to pay band associated with re-grades are verified before being processed.
- Ensure that the correct position title is entered in each record on ESR.

**Recruitment Team will:**

- Not post recruitment advertisements until the pay band is verified with the HR Workforce Information and Assurance Team.
- Notify the Workforce Information and Assurance team where position titles in ESR (including standardised reference number where appropriate) do not match the job title of the post to be advertised.

## 5 Procedure

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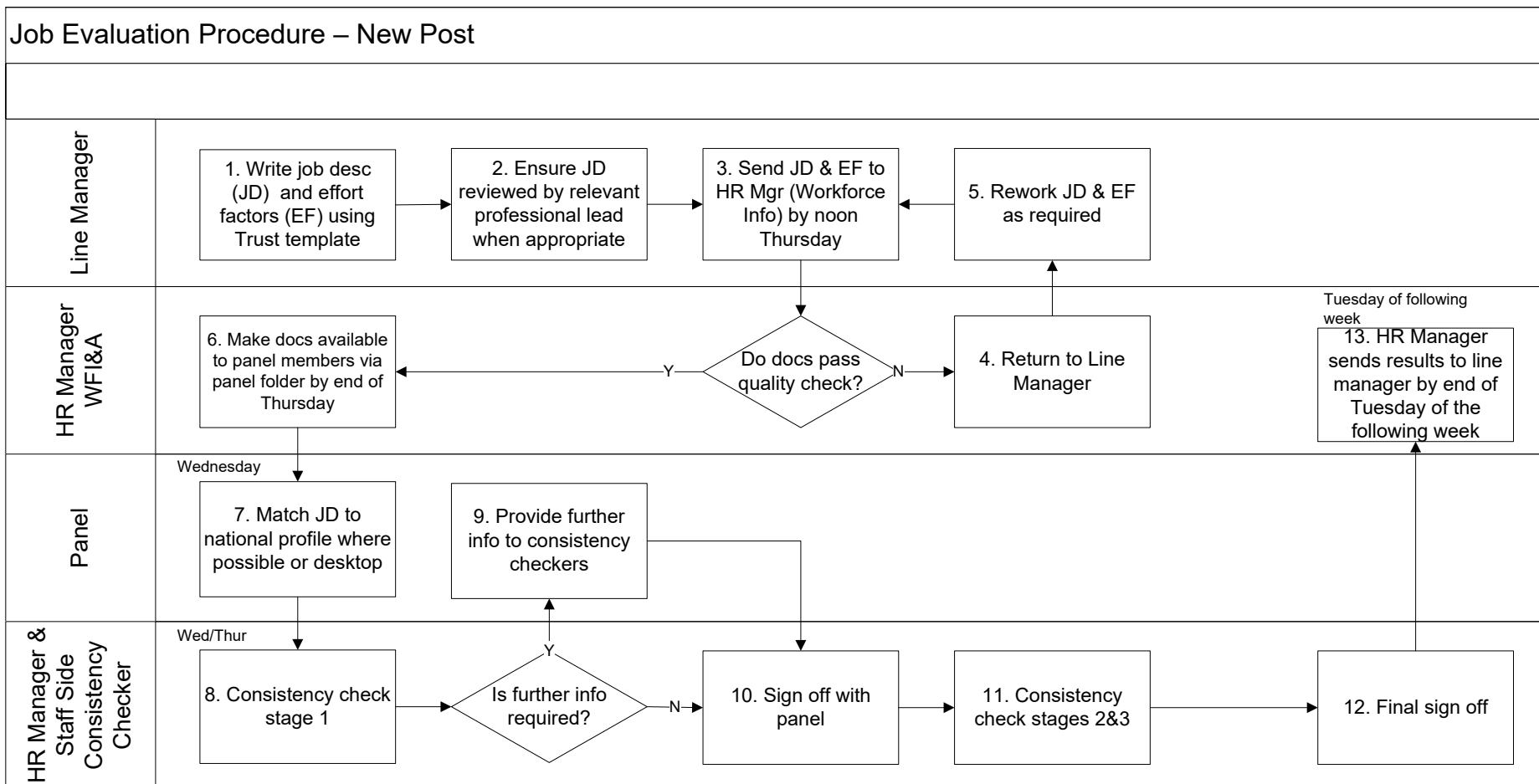
### 5.1 New Posts

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The procedure flowchart is included below.

For new jobs, a provisional banding will be issued following a desktop evaluation exercise.

Posts with provisional pay bands must be resubmitted for validation during or at the end of the bedding in period (6 to 12 months after the post is appointed to) for pay band confirmation.



## 5.2 Existing Posts (re-grades)

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The procedure flowchart is included below

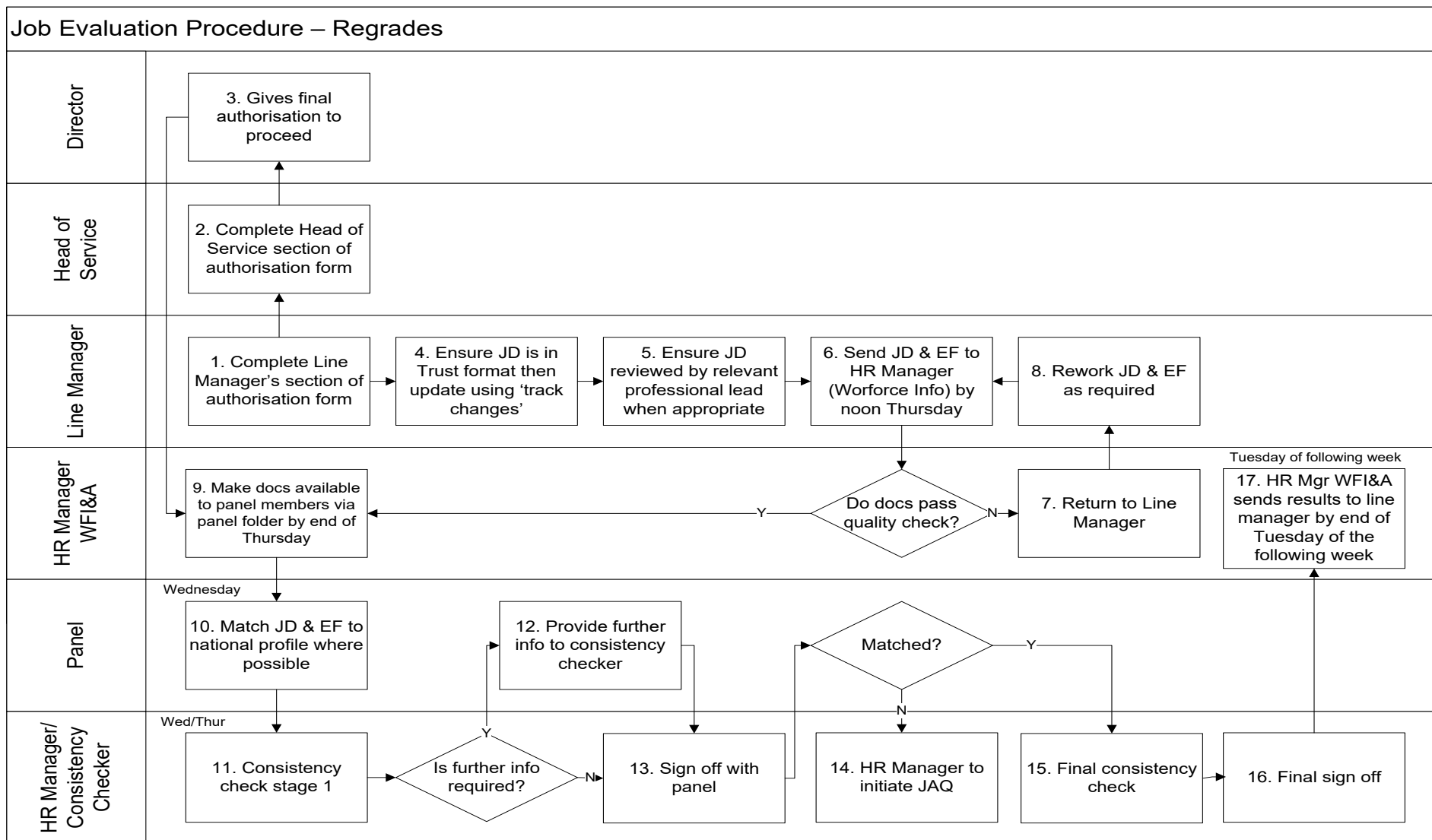
A post holder may request in writing to their line manager that their existing job description is reviewed and amended if they believe that their role has changed significantly, due to service need from when it was last evaluated.

It should be noted that where an individual has undertaken additional duties for the purpose of personal development, the original post is unaltered and the post will not be considered for re-grading. The individual may choose to discontinue the performance of such duties or such duties may be withdrawn by the line manager following discussion.

Where a Manager considers a post needs to be amended in light of a change in service need, if agreement on the content of the revised job cannot be reached by the line manager and post holder, advice should be sought from the directorate's Operational HR Advisor and the Organisational Change policy may be invoked. Agreed changes should be made to the JD using "Track Changes" (see Job Description Guidance document).

Where it is not possible to match a job description to a national profile, the requirement to complete a JAQ may be unavoidable. In such a situation, additional time will be required to reach an evaluated outcome. Managers and staff will be guided through this process.





## 6 Reviews (formerly called appeals)

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### 6.1 General

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Please note that:

- A review can result in a lower band, the same band or a higher band. If a review request results in a lower pay band, please refer to section 8 below.
- The grievance procedure cannot be used in respect of band outcome, but may be used to resolve process issues.

### 6.2 New Post Reviews

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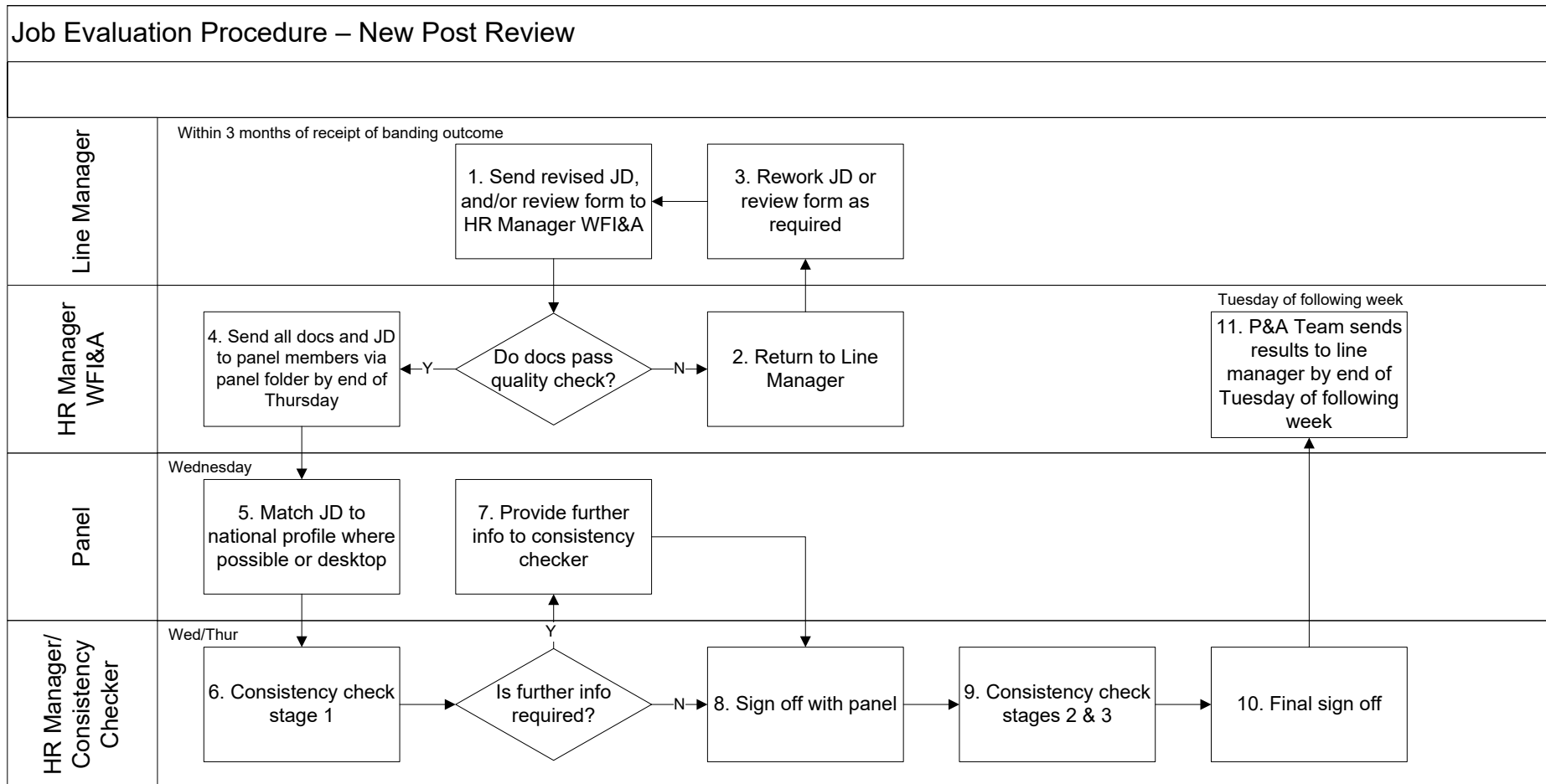
The procedure for requesting a review of the band outcome for a new post is included below.

A line manager may request a review of the band outcome for a new post, prior to commencing the recruitment process, by submitting a revised job description showing the changes made by using the 'track changes' function.

Review documentation must be submitted to the HR Manager (WFI&A) within 3 months of notification of the band outcome.

In most instances the panel will only review those factors which the line manager has requested to be reviewed. However in the event that the panel finds that the information supplied may impact on other factors, the panel may consider it necessary to review these factors. If this would have a material impact on the outcome, the post holder would be offered the opportunity to clarify their responsibilities under such factors.

There is no further right of review in respect of the band outcome. A revised job description cannot be submitted for at least twelve months from the date of notification of the outcome to the line manager except where there is clear evidence that service needs have changed significantly which impact on the post or where a job description has changed following the 6-12 month bedding in period for a new post.



## 6.3 Regrading Reviews

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The procedure for requesting a review of a re-grading request is included below.

An employee has a right to request a review of a band outcome of a re-grading and is strongly advised to seek advice from their staff side representative before proceeding with a review request.

Review documentation must be submitted to the HR Manager (WFI&A) within 3 months of notification of the band outcome.

The line manager must request the review form from the HR Manager (WFI&A) on behalf of the employee.

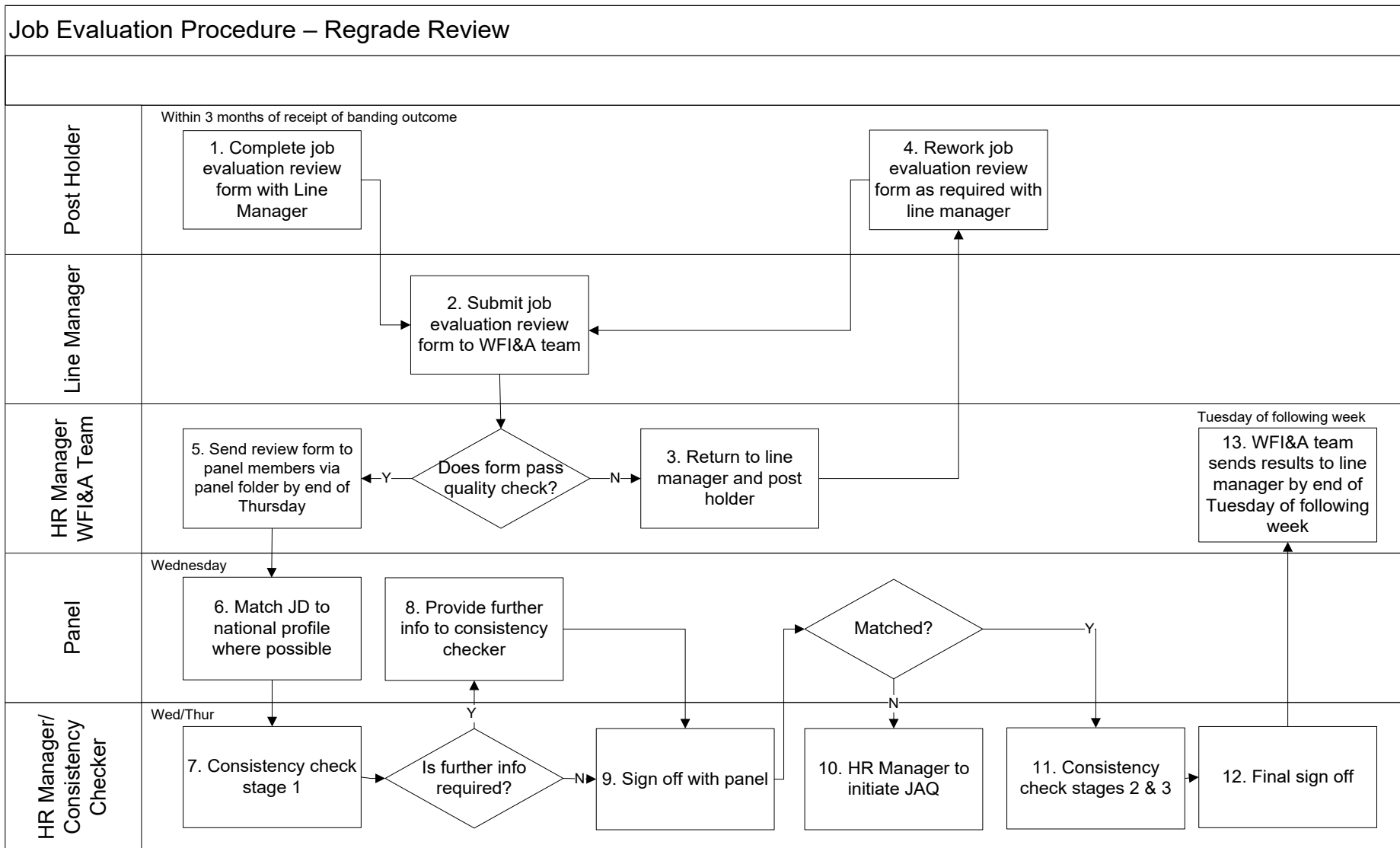
The employee must complete the Review Evidence Form and obtain agreement of their line manager with regards to the content of their review request. Any review must:

- Include clear statements of the grounds for review relating to specific job evaluation factors which are believed to have been scored incorrectly
- be based on the job description used by the original panel and not a job description which has had additional duties incorporated.

The line manager must agree with the review evidence provided by the post holder and forward directly to the HR Manager (WFI&A).

In most instances the panel will only review those factors which the post holder has requested to be reviewed. However in the event that the panel finds that the information supplied may impact on other factors, the panel may consider it necessary to review these factors. If this would have a material impact on the outcome, the post holder would be offered the opportunity to clarify their responsibilities under such factors.

There is no further right of review in respect of the band outcome. A revised job description cannot be submitted for at least twelve months from the date of notification of the outcome to the line manager except where there is clear evidence that service needs have changed significantly which impact on the post or where a job description has changed following the 6-12 month bedding in period for a new post.



## 7 Contractual Issues

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### 7.1 Effective Date

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The effective date of any change in band for an existing post holder will be the date the review request was initially received by the line manager in writing.

### 7.2 Pay Increases

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In the event of an upgrade, pay should be set at either the minimum of the new pay band, or, if this would result in no pay increase, the first point in the band which would deliver an increase in pay (by reference to basic pay plus any recruitment and retention premium if applicable), in accordance with AFC terms and conditions of service.

Should pay increase by one spine point, the post holder's incremental date stays unchanged. Should pay increase by more than one spine point, the incremental date changes to the anniversary of the upgrade. This is in accordance with AFC terms and conditions of service.

### 7.3 Lowering of bands

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New posts: In the event that a pay band is lowered by a panel following the "bedding in" period and that this decision is upheld by a review panel, then, either the job description must be amended to include higher level responsibilities commensurate with the original band (where this does not conflict with service needs or the remit of other posts) or the post holder will receive pay protection in accordance with the Trust's Organisational Change Policy.

Existing posts: In the event that a review panel downgrades a post below its original band, the post holder will receive pay protection in accordance with the Trust's Organisational Change Policy.

### 7.4 Organisational inconsistencies

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If an organisational review determines that a post or group of posts has been banded incorrectly, the revised band (if higher) will be applied with an effective date which takes account of the particular circumstances of the case. The revised band (if lower) will be applied in accordance with the Trust's Organisational Change Policy.

## 8 Monitoring

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The National NHS Job Evaluation Group will formulate measures against which Trusts will be encouraged to monitor the operation of their job evaluation systems. The HR WFI&A team will develop and maintain systems to enable such monitoring to be performed.

Performance Metrics will be maintained by the HR WFI&A team and the Executive Management Team will receive updates as required within HR quarterly reports. The HR WFI&A team will develop and maintain local monitoring systems as required, to enable assurance to be given that the job evaluation system is operating in accordance with these procedures and to action plan to meet any noted concerns.

## 9 Related documents

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- NHS Agenda for Change National Agreement
- Agenda for Change Terms and Conditions of Service Handbook
- NHS Job Evaluation Handbook
- Mainstreaming Job Evaluation (NHS Staff Council)
- National Job Evaluation Group (JEG) Guidance
- Equal Pay Act 1970
- Code of Practice on Equal Pay (Equality and Human Rights Commission)
- Single Equality Scheme
- Trust Grievance Procedure
- Trust Organisational Change Policy
- Job Description Guidance, Job Description Template and Effort Factors Template

## 10 Document control

Date of approval:	2 <sup>nd</sup> May 2017	
Next review date:	31 March 2024	
This document replaces:	HR/0034/v3 – Job Evaluation Policy Procedure	
Lead:	Name	Title
	Rachel Jameson	HR Manager
Members of working party:	Name	Title
	Nicola Rutherford	Senior HR Manager
	Jane Keenan	Staff Side Chair/Unison Representative
	Gordon Lees	RCN Representative
	Tim Grace	RCN Representative
	Kath Dowson	Unison Representative
	Carl Bashford	Head of Service – MHSOP - D&D
This document has been agreed and accepted by: (Director)	Name	Title
	David Levy	Director of HR and OD
This document was approved by:	Name of committee/group	Date
	JCC	2 <sup>nd</sup> May 2017
An equality analysis was completed on this document on:	5 April 2017	

### Change record

Version	Date	Amendment details	Status
V4	02 May 2020	New version	Published
V4	01 May 2020	Extended review date to 02 November 2020	Published
V4	09 Dec 2020	Review date extended to 31 March 2021	Published
V4	Oct 2021	Review date extended to 31 March 2022	Published
V4	May 2023	Review date extended to 30 June 2023	Published
V4	Feb 2024	Review date extended to 31 Mar 2024	Published



### Equality Analysis Screening Form

Please note; The Equality Analysis Policy and Equality Analysis Guidance can be found on InTouch on the policies page

Name of Service area, Directorate/Department i.e. substance misuse, corporate, finance etc.	HR & OD			
Name of responsible person and job title	Rachel Jameson, HR Manager Workforce Information and Assurance			
Name of working party, to include any other individuals, agencies or groups involved in this analysis				
Policy (document/service) name	Job Evaluation			
Is the area being assessed a...	Policy/Strategy		Service/Business plan	Project
	Procedure/Guidance		x	Code of practice
	Other – Please state			
Geographical area covered	Trust Wide			
Aims and objectives	<p>Implement the Agenda for Change Job Evaluation Scheme effectively by:</p> <ul style="list-style-type: none"> <li>➤ Formalising the Trust's approach to job evaluation</li> <li>➤ Providing clear procedures</li> <li>➤ Confirming the responsibilities of staff</li> <li>➤ Setting standards against which the scheme will be monitored</li> </ul> <p>Identifying the records to be kept to ensure an effective audit trail</p>			

Start date of Equality Analysis Screening (This is the date you are asked to write or review the document/service etc.)	September 2016
End date of Equality Analysis Screening (This is when you have completed the equality analysis and it is ready to go to EMT to be approved)	5 April 2017

**You must contact the EDHR team if you identify a negative impact. Please ring Sarah Jay on 0191 3336267/3542**

1. Who does the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan benefit? All staff on Agenda for Change terms and conditions of service.					
This guidance supports Trust staff to be able to conduct equality analysis effectively.					
2. Will the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan impact negatively on any of the protected characteristic groups below?					
<b>Race</b> (including Gypsy and Traveller)	N	<b>Disability</b> (includes physical, learning, mental health, sensory and medical disabilities)	N	<b>Gender</b> (Men, women and gender neutral etc.)	N
<b>Gender reassignment</b> (Transgender and gender identity)	N	<b>Sexual Orientation</b> (Lesbian, Gay, Bisexual and Heterosexual etc.)	N	<b>Age</b> (includes, young people, older people – people of all ages)	N
<b>Religion or Belief</b> (includes faith groups, atheism and philosophical belief's)	N	<b>Pregnancy and Maternity</b> (includes pregnancy, women who are breastfeeding and women on	N	<b>Marriage and Civil Partnership</b> (includes opposite and same	N

	maternity leave)		sex couples who are married or civil partners)		
<p><b>Yes</b> – Please describe anticipated negative impact/s</p> <p><b>No</b> – Please describe any positive impacts/s</p> <p>Ensures equal pay for work of equal value in accordance with current legislation. Reduces the risk of equal pay claims.</p>					
<p>3. Have you considered other sources of information such as; legislation, codes of practice, best practice, nice guidelines, CQC reports or feedback etc.? If 'No', why not?</p>			Yes	x	No
<p><b>Sources of Information may include:</b></p> <ul style="list-style-type: none"> <li>• Feedback from equality bodies, Care Quality Commission, Equality and Human Rights Commission, etc.</li> <li>• Investigation findings</li> <li>• Trust Strategic Direction</li> <li>• Data collection/analysis</li> <li>• National Guidance/Reports</li> </ul>		<ul style="list-style-type: none"> <li>• Staff grievances</li> <li>• Media</li> <li>• Community Consultation/Consultation Groups</li> <li>• Internal Consultation</li> <li>• Research</li> <li>• Other (Please state below)</li> </ul>			
<p>4. Have you engaged or consulted with service users, carers, staff and other stakeholders including people from the following protected groups?: Race, Disability, Gender, Gender reassignment (Trans), Sexual Orientation (LGB), Religion or Belief, Age, Pregnancy and Maternity or Marriage and Civil Partnership</p>					
<p><b>Yes</b> – Please describe the engagement and involvement that has taken place</p>					
<p>Procedure has been considered by the joint staff-side Job Evaluation Leads and discussed at the Policy Working Group which includes staff-side representatives.</p>					

**No** – Please describe future plans that you may have to engage and involve people from different groups

5. As part of this equality analysis have any training needs/service needs been identified?

<b>Yes/No</b>	Please describe the identified training needs/service needs below No
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A training need has been identified for;

Trust staff	Yes/no	Service users	Yes/no	Contractors or other outside agencies	Yes/no
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**Make sure that you have checked the information and that you are comfortable that additional evidence can provided if you are required to do so**

The completed EA has been signed off by: You the Policy owner/manager: Type name: Rachel Jameson	Date: <b>5.4.17</b>
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Your reporting (line) manager: Type name: Beverley Vardon-Odonkor	Date: 5.4.17
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