

Job Evaluation Policy (HR-040)

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Executive Lead (name & job title):	Karen Phillips, Associate Director for People and Organisational Development
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<i>Minor amendments made prior to full review date above (see appended document control sheet for details)</i>	
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<i>Date EMT as approving body notified for information:</i>	

Policies should be accessed via the Trust intranet to ensure the current version is used

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1. Introduction

The Trust is committed to the principle of equal pay for equal work and to working in partnership with Trade Union colleagues to ensure that this is delivered. Working in partnership, the Trust will ensure that all jobs within the organisation that are subject to Agenda for Change Terms and Conditions of Service are evaluated in accordance with the national guidance. This is to ensure consistency and compliance with the National Agenda for Change Agreement, with particular reference to compliance with current equal pay legislation to ensure that jobs across the NHS with similar demands are on the same grade and pay band.

The purpose of this policy is to advise staff and managers of the evaluation process when submitting a new job description for evaluation or a re-banding request. All staff must have a current, accurate job description.

Job evaluation takes into account the work people do and the skills and experience they need to carry out their role successfully. In order to do this, it measures the job content, responsibilities and tasks of each role and the knowledge and skills needed to successfully carry out the work. All members of Job Evaluation panels will be appropriately trained to ensure the integrity of the scheme is maintained.

All job-related information must be submitted in an appropriate format and, as a minimum, contain job description, person specification and organisation chart for the area (see separate toolkit on the Trust's Intranet).

To ensure clarity, the use of abbreviations should be kept to a minimum and reference made to their meaning.

The recruitment/payroll change processes/documentation cannot be started or completed until exhaustion of this procedure.

In accordance with national guidance, the Trust will ensure appropriately trained Staff Side and Management Side leads are identified to oversee the on-going implementation of the scheme.

2. Scope

This policy covers all those employed on NHS Terms and Conditions under Agenda for Change Terms and Conditions of Service. All new posts or posts where there has been significant change in role/responsibilities since they were first assessed will be evaluated in accordance with this policy which has been developed in line with the national guidance.

3. Definitions

IJES	Intelligent Job Evaluation System which is used by Job Evaluation Practitioners to match jobs.
National Job Profiles	Profiles are summaries of commonly occurring roles used to match jobs.
W&OD	W&OD are a team of professionals who are responsible for providing advice and guidance regarding employment law and employment related policies and procedures. W&OD are the point of contact for employees and managers.

4. Duties and Responsibilities

Chief Executive

The Chief Executive is ultimately responsible for the content of all policies and their implementation.

Executive Directors

To ensure that this policy is acted on through policy dissemination and implementation in collaboration with senior managers.

General Managers

Ensure all staff within their area of responsibility are informed about the contents of this and other associated policies and procedures and apply this policy and procedure in a fair and equitable manner. General Managers are responsible for:

- Ensuring their team are aware of their responsibilities within this policy and,
- to support the implementation by releasing staff, where possible, to attend training and support panels.
- Authorising appropriate requests for job matching/evaluation.

Line Managers

Line Managers are responsible for:

- Ensure the establishment cost consequences have been considered, alongside all workforce planning options, e.g. new ways of working, reconfiguration of roles etc., before entering into the procedures outlined in this policy.
- ensuring job descriptions and person specifications, including the job risk profile, accurately reflect the required work activities for the post. Line Managers are responsible for submitting the correctly completed documentation for consideration at panel by the deadline to the Job Evaluation inbox. And, to avoid any unnecessary delay, to be available to the panel to answer any questions regarding the job being evaluated.
- Supporting the implementation of the scheme by releasing appropriately trained staff to attend the panels unless such an occasion impacts on service delivery.
- Ensuring that an extension to an individual's duties and responsibilities does not happen unless it is done in a planned way, due to the requirements of the service, and that they can identify the appropriate funding to support a re-banding application.
- Revised job description and person specifications have been agreed with the post holder before submission for re-evaluation for re-banding.
- Liaising with their Management to ensure appropriate funding is available.
- Ensuring a job has been evaluated in accordance with this policy prior to submitting to the Recruitment Team for advertising.

Staff members

All staff on Agenda for Change Terms and Conditions of Service have a responsibility to be aware of the contents of this policy.

Workforce and Organisation Development Team (Workforce and OD)

W&OD are the point of contact for employees and managers if they have concern over the delivery and implementation of this policy.

The Workforce and OD Department is responsible for:

- Ensuring there are an appropriately trained number of Job Evaluation (JE) Practitioners (this refers to Job Matchers, Analysts and Evaluators).
- Checking that all documentation is submitted correctly and has been appropriately signed and authorised by the relevant parties.
- Scheduling panels and for ensuring they are convened in line with the principles of partnership working and provide administrative support to the scheme, including

retaining records for effective evidencing of decisions, monitoring and audit purposes.

- Providing advice and guidance to Line Managers on the technical aspects of the job evaluation scheme, including helping to identify a national profile and to provide an initial screening of jobs prior to them being submitted to panel.
- Informing the line manager of the evaluation outcome

Recruitment Team

The Recruitment Team is responsible for checking that any job submitted for advertising has been evaluated prior to advertisement and for escalating any concerns regarding this with the HR Team and Recruitment Manager.

Job Evaluation Practitioners

The Trust has a number of trained staff as Job Evaluators (referred to in this policy as JE Practitioners). The Workforce and OD Department will be responsible for maintaining a list of trained JE Practitioners and for scheduling panels.

In doing this the Workforce and OD Department will endeavour to use each JE Practitioner on a proportionate basis so that the impact on their respective departments is minimised. Where necessary further new volunteers will be sought, and further training will be provided to those selected so that a critical mass of JE Practitioners is retained.

JE Practitioners should be a representative of the Trust whenever practicably possible and be representative of all departments and all levels so that the impact on services is minimised. To achieve this, the Trust will select staff volunteering to be JE Practitioners based on their ability to fulfil the role of JE Practitioner and the ability of the service to release them without a significant impact on their services.

Once trained, JE Practitioners have a requirement to attend refresher training where required. Where there are concerns about a JE Practitioner's performance, JE Practitioners may be asked to complete further training or to stop (either temporarily or permanently) their JE duties. JE Practitioners have a responsibility to maintain confidentiality in all aspects of their work undertaken as a panel member.

5. Process

5.1 Job Descriptions and Person Specifications Format

The job description and person specification for every member of staff within the Trust (with the exception of GPs, Medical Staff and Executive Directors) should be in line with the following principles:

- Job Descriptions should be written in the standard Trust Agenda for Change format which includes a person specification and job risk profile.
- Job descriptions and person specifications must be written based on the job that is required to be done and not on the postholder.
- Job descriptions and person specifications must be written based on a competent replacement post-holder, who has just completed their induction into the role and specifically the person specification, must not be based on an experienced postholder or specifically to match the skills of the current postholder.
- When writing job descriptions and person specifications particular attention should be paid to the person specification to make sure that it reflects all of the essential knowledge, skills and other criteria that are a requirement of the job.
- Job descriptions should be written in as straight-forward language as possible and should where possible explain any specific technical terms.
- Job descriptions and person specifications should use terms consistently.
- Where possible generic job descriptions should be used for groups of staff carrying out the same role – at least to reflect the core of the job. This is to improve consistency.

- Where using a generic job description to reflect the core duties, it is vital that variations and duties additional to the core description are included.
- A Job Family is where the duties in a job description are exactly the same but there is more than one post-holder, in all other cases jobs will be evaluated separately. In some cases, service may want to develop generic job descriptions, as outlined above.
- With re-grades, all job descriptions and person specifications should be agreed between the current post-holder(s) and the Line Manager
- Before submitting a job description for evaluation, the Line Manager must ensure that they are internally consistent (e.g., between the job description and person specification – so a requirement in the person specification reflects a responsibility within the job description) and that they are consistent with other job descriptions within the department, Directorate and Trust.
- With apprenticeship roles, the line manager must match the Job Description and Person Specification to the higher banded national profile (e.g. a Band 2 to a Band 3 job must be matched to a Band 3 National Profile).
- The Workforce and OD Department will develop a library of job descriptions based on those jobs that are matched in accordance with this procedure.

5.2 New Posts

Any new jobs within the Trust must be evaluated prior to an advertisement being placed in order that prospective applicants are aware of the correct band and associated pay scale. No job will be advertised until the Agenda for Change banding has been confirmed. This policy also applies to management of change processes where jobs are changing as a result of the management of change.

Any exceptions to the above will require formal approval from the Director (or Deputy Director) of Workforce and Organisational Development.

On submission the Line Manager must complete and sign the relevant documentation (see toolkit on the Trust's Intranet)

5.3 Re-banding Existing Posts

Where there have been significant changes over a period of time to a role, there should be a rematch or re-evaluation and the whole job must be re-assessed. A re-banding can result in a lower band, the same band, or a higher band. Where a re-banding results in the down banding of a post then pay protection will apply in accordance with the Trust's Organisational Change policy. The changes must be supported with the approval of the Line Manager and Director or General Manager responsible for that area.

Requests from a staff member for a re-banding must be supported by the Line Manager in accordance with organisational need and submitted with approval from the relevant Director or General Manager and finance needs to be considered.

Agreement of the line manager

Where a member of staff requests their job is submitted for re-banding then the Line Manager will need to highlight on the relevant documentation whether they support this request or not, if the manager highlights that they do not support this request they still need to complete the relevant documentation and state the reasons why. If the Line Manager does not agree and has completed the relevant documentation, then a meeting should be organised between the Line Manager and member of staff to consider the reasons.

On submission the post holder and or their Line Manager must complete and sign the relevant documentation and produce evidence that the duties of the post have changed significantly, and that the post-holder has the necessary knowledge, skills, training, and experience to perform the duties.

Documentation to be submitted include:

- Signed submissions form for re-banding
- Current job description, person specification and effort factors
- Proposed job description, person specification and effort factors using the Trust's current template and changes highlighted
- Organisational chart for the area

Where there has been a significant change to a job e.g. due to the loss of a service/team then the whole job must be re-assessed. Prior to submitting the job for re-banding the Line Manager must first discuss the changes with the post-holder and agree a new job description.

The effective date of any change in band for an existing post-holder will be the date the submission form is signed by both the post-holder and the Line Manager, unless the submission form states a later date when the proposed changes will come into effect.

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

In addition, individuals undertaking a greater volume of work at the same band does not constitute grounds for re-banding.

5.4 Vacant Posts and Minor Changes in Responsibilities

Jobs should be submitted for re-evaluation where the duties of a vacant post have been reviewed and amended. However, in certain circumstances whereby only minor changes are made to a job then a full evaluation may not be required. If these are changes such as Line Manager or change of base then these do not need to be evaluated.

The Line Manager should provide a copy of the original job description clearly identifying where the changes have been made. The Staff Side Lead and Management Side Lead will convene and review the changes and where the job description is over 3 years old, or where more than two factor levels are affected by the changes and/or where the new job matching score is 10 points or less from the bottom or top of the range, then the job will need to be submitted to a full evaluation panel in the usual way.

5.5 Submitting a Job Description & Person Specification for Panel

Any request for job matching and/or evaluation must be requested by completing the relevant submission form, available from the Trust's Intranet, in full and with the appropriate signatures. An organisational chart for the area is also required which should be held locally by Line Managers. All requests must include a job description, person specification and effort factors in the Trust's format, available from the Trust's Intranet. The template is necessary to ensure consistency and that all relevant information is captured in the job descriptions. Jobs submitted in the wrong format or submitted with missing information will not be accepted and will be returned.

Panels will typically be held twice a month by a minimum of 3 trained and experienced job evaluators (to include both Management Side and Union Representatives). The deadline for submission is two working days prior to the next panel date; however, submission to the next panel cannot be guaranteed and will depend upon capacity and demand.

Jobs submitted for re-banding require additional authorisation and the staff member's signature. Any application for re-banding will be backdated to the date the application is received and signed by the staff member and their Line Manager.

The submission form and all relevant documentation should be forwarded to the Job Evaluation inbox. Those requiring signature can be scanned in and provided electronically via email.

The Workforce and OD Team will be responsible for initially screening the job to ensure the following:

- Job description, person specification and effort factors are fully completed.
- Organisational chart included.
- All relevant job factors are covered in the job description.
- Consistency between the job factors.
- Requirements in the person specification reflect the knowledge, training and experience required to perform the duties in the job description.
- Where there are inconsistencies in the above or factors are missing the Workforce and OD Representative will liaise with the relevant Line Manager to address these issues prior to submission to the Job Evaluation panel.

Once all the paperwork is finalised, the Line Manager will email the documents through to the Job Evaluation inbox for submission to the next available panel.

5.6 Process following Submission

On receipt of the submission form and supporting documentation the job will be registered on the Intelligent Job Evaluation system (IJES). The Workforce and OD Team will ensure job evaluation panels are arranged in advance.

The job description and person specification, submission form and organisational chart will be saved on IJES and assigned to panel members for the Job Evaluation Panel.

5.7 Job is Banded

Where a job is banded the job levels will be entered onto the profile matching form on IJES by the panel members, this will then be saved on IJES and to an electronic file. The successfully evaluated job will then also be saved into a library of job descriptions within the Workforce and OD Team.

The outcome of the job matching process will be communicated to the Line Manager via email and will include the following:

- Job matching outcome including national profile used, score and banding.
- Copy of the Profile Matched Form
- Copy of the Job Description and Person Specification successfully evaluated.
- Details of how to progress with the evaluated job description and person specification.

In accordance with the job evaluation handbook names of panel members will not be released but will be held centrally for audit purposes.

5.8 Job is Not Banded

In circumstances where it has not been possible to band the job then this will be communicated to the Line Manager via email who will be requested to contact their Workforce and OD Representative for advice. The Line Manager has one calendar month from the outcome email being sent from the Job Evaluation inbox, to amend and re-submit their job for evaluation. If an amended job is not received within the timescale, the job will be removed from IJES, and a full submission will be needed if the job is still requiring evaluation.

6. Job Matching/Evaluation Panels

The panel will consist of Staff Side and Management Side representatives. Panels will be convened on a twice monthly basis to consider posts submitted for job matching. Where a service area is considering large scale management of change, or a new service has been successfully commissioned then Line Manager's must liaise with the Workforce and OD Team as soon as practicable in order to discuss the possibility of extra Panels being convened. The representation at the panel would vary and the Workforce and OD team will ensure that there is a mix of experienced and trained panel members.

The Line Manager and the post holder will be requested to make themselves available to the panel on the day the post is being evaluated in order to be able to answer any questions they may have regarding the job.

The Line Manager, with help where necessary from a Senior Workforce Advisor, will need to identify the national profile for job matching on the submission form; all posts will be matched in accordance with the Agenda for Change Job Evaluation Handbook. On completion the panel members will record their scores on the IJES Profile Matching Form, which is then saved and sent by IJES to the Job Evaluation inbox.

Where the post cannot be matched the panel should record the reasons in the comments box (e.g., variations, no agenda for change national profile, inconsistencies between job description and person specification etc.). Where posts cannot be matched the panel will give consideration to Job Analysis Questionnaire in accordance with the Job Evaluation Handbook.

7. Consistency Checking

Following a job matching panel all jobs will be consistency checked. Jobs will be consistency checked by a panel consisting of the Management Side Agenda for Change Lead and the Staff Side Agenda for Change Lead. This is different to a job matching panel and allows for all job matching to be checked for consistency against:

- Other matches within the same occupational group and job family.
- Other local matching within the same pay band.
- National profiles for the same occupational group or pay band.

Any inconsistencies will be referred back to a different job matching panel to be reviewed and the outcome of that Panel will be final.

8. Appeals

The line manager or post holder has the right of appeal where a job description has not been banded as anticipated. In all circumstances the appeal must be based on the original job description and person specification submitted to the panel and not one that has been revised.

Where the outcome of the panel is disputed, the Line Manager, or the post-holder in respect of re-bandings, may request a review. Such a request must be made within 1 month of notification of the Panel's decision to the Head of People Operations. The request for a review must include why the Line Manager/post-holder does not agree with the matching outcome and provide written evidence to support specific factors they are appealing against.

A different panel from the one originally convened will be asked to review the original decision and the outcome of that Panel will be final.

9. Training

Training will be provided to all JE Practitioners.

10. Equality Impact Assessment

An Equality and Diversity Impact Assessment has been carried out on this document using the Trust-approved EIA (Appendix 2). This policy is regarded as equitable to all and as a

result of its implementation no individual will suffer any form of discrimination, inequality, victimisation, harassment or bullying.

11. Review and Revision

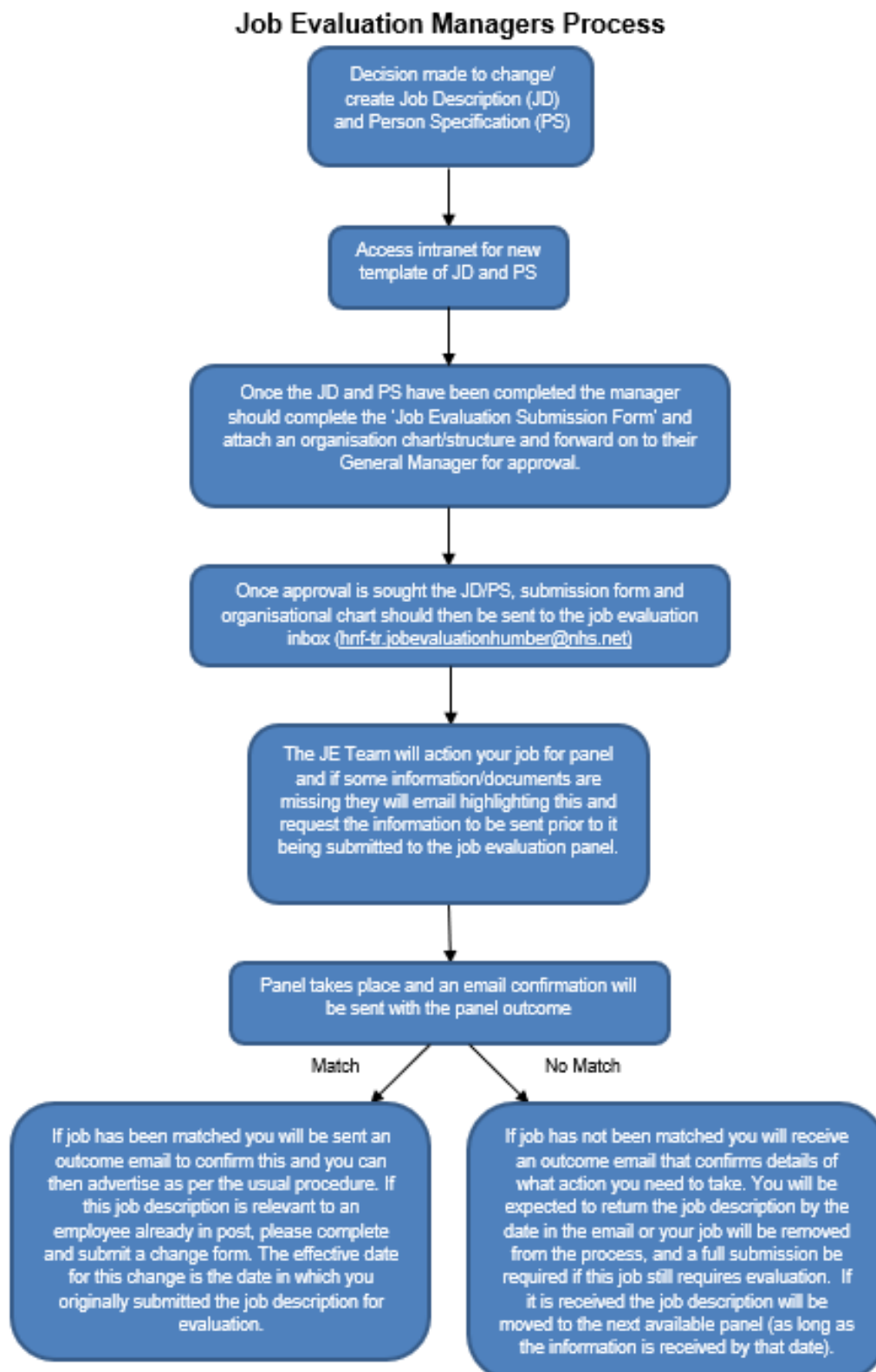
This policy will be reviewed every three years, however there may be some review and revision as and when needed to accommodate changes to tribunal decisions and legislation. These reviews and revisions will be in consultation with the Trust's recognised trade unions.

12. Dissemination and Implementation

This policy will be disseminated by the method described in the Document Control Policy.

The implementation of this policy requires no additional financial resource

Appendix 1 – Job Evaluation Managers Process Flow Chart



Appendix 2 – Document Control Sheet

Document Type	Job Evaluation Policy		
Document Purpose			
Consultation/ Peer Review:	Date:	Group / Individual	
<i>list in right hand columns consultation groups and dates -</i>	October 2022	Workforce and OD Management Team	
	May 2023	TCNC	
	November 2023	Workforce and OD Management Team	
	December 2023	TCNC	
	January 2024	EDI	
	January 2024	ODG	
	March 2024	EMT	
Approving Body:	EMT	Date of Approval:	March 2024
Ratified at:	N/A	Date of Ratification:	Minor Amends
Training Needs Analysis: <i>(please indicate training required and the timescale for providing assurance to the approving committee that this has been delivered)</i>		Financial Resource Impact	
Equality Impact Assessment undertaken?	Yes [X]	No []	N/A [] Rationale:
Publication and Dissemination	Intranet [X]	Internet []	Staff Email []
Master version held by:	Author X]	HealthAssure []	
Implementation:	<i>Describe implementation plans below - to be delivered by the Author:</i>		
	Policy will be: <ul style="list-style-type: none"> •Sent to all staff through the weekly global. •Held on the intranet for staff to access. •Managers newsletter. 		
Monitoring and Compliance:			

Document Change History:			
Version Number / Name of procedural document this supersedes	Type of Change i.e. Review / Legislation	Date	Details of Change and approving group or Executive Lead (if done outside of the formal revision process)
1.00		20/7/17	New policy drafted
2.00		20/7/17	Policy reviewed and agreed at TCNC
3.00		21/12/17	Policy final review agreed at TCNC
4.00	Full Review – Minor amends.	March 2024	Policy reviewed and revised: Main differences: i) Firmed up responsibilities of WOD, Line Managers and General Managers in line with IJES. ii) Definitions section added. iii) More clarification added on documents required for submission. iv) Panel occurrence, panel members and submission amended to reflect the process. v) Relevant information about IJES (Job Evaluation System implemented in June 2022) added. vi) Firmed up information in relation to the outcome sent out following a panel. vii) Appeal request updated to be sent to the Head of People Operations. Approved at EMT (25 March 2024).

Appendix 2 – Equality Impact Assessment (EIA) Toolkit

For strategies, policies, procedures, processes, guidelines, protocols, tenders, services

1. Document of Process or Service Name; Job Evaluation Policy
2. EIA Reviewer (name, job title, base and contact details): Vickie Murray, Head of People Operations.
3. Is it a Policy, Strategy, Procedure, Process, Tender, Service or Other? Policy

Main Aims of the Document, Process or Service

The Trust is committed to the principle of equal pay for equal work and to working in partnership with Trade Union colleagues to ensure that this is delivered. Working in partnership, the Trust will ensure that all jobs within the organisation that are subject to Agenda for Change Terms and Conditions of Service are evaluated in accordance with the national guidance. This is to ensure consistency and compliance with the National Agenda for Change Agreement.

The purpose of this policy is to advise staff and managers of the evaluation process when submitting a new job description for evaluation or a re-banding request.

Please indicate in the table that follows whether the document or process has the potential to impact adversely, intentionally or unwittingly on the equality target groups contained in the proforma

<p>Equality Target Group</p> <ol style="list-style-type: none"> 1. Age 2. Disability 3. Sex 4. Marriage/Civil Partnership 5. Pregnancy/Maternity 6. Race 7. Religion/Belief 8. Sexual Orientation 9. Gender re-assignment 	<p>Is the document or process likely to have a potential or actual differential impact with regards to the equality target groups listed?</p> <p>Equality Impact Score Low = Little or No evidence or concern (Green) Medium = some evidence or concern (Amber) High = significant evidence or concern (Red)</p>	<p>How have you arrived at the equality impact score?</p> <ol style="list-style-type: none"> a) who have you consulted with b) what have they said c) what information or data have you used d) where are the gaps in your analysis e) how will your document/process or service promote equality and diversity good practice
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Equality Target Group	Definitions	Equality Impact Score	Evidence to support Equality Impact Score
Age	Including specific ages and age groups: Older people, Young people, Children, Early years	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Disability	Where the impairment has a substantial and long-term adverse effect on the ability of the person to carry out their day-to-day activities: Sensory, Physical, Learning, Mental Health (and including cancer, HIV, multiple sclerosis)	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Sex	Men/Male, Women/Female	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Marriage/Civil Partnership		Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Pregnancy/Maternity		Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Race	Colour, Nationality, Ethnic/national origins	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.

Religion or Belief	All Religions Including lack of religion or belief and where belief includes any religious or philosophical belief	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Sexual Orientation	Lesbian, Gay Men, Bisexual	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.
Gender Reassignment	Where people are proposing to undergo, or have undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attribute of sex	Low	There is no evidence that this protected characteristic is negatively affected by the implementation of this policy.

Summary

<i>Please describe the main points/actions arising from your assessment that supports your decision above</i>			
See table above.			
EIA Reviewer	Vickie Murray		
Date completed;	04/03/2024	Signature	V.Murray