

JOB EVALUATION GUIDELINES

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Job Evaluation Guidance

1. Introduction

University Hospitals of Derby and Burton NHS Foundation Trust is committed to the vision of exceptional care together, bringing together the knowledge, skills and expertise of its staff in the delivery of high quality compassionate healthcare.

This guidance is consistent with the NHS Terms and Conditions of Service Handbook and the NHS Job Evaluation Handbook. It aims to provide a transparent and fair process, which can be used to assist the Trust in developing new models of service delivery as well as implementing new and revised job structures across the merged organisation.

2. Purpose and Outcomes

2.1 The purpose of this guidance is to ensure all job roles, whether new, vacant and/or reconfigured as part a service integration exercise are evaluated in partnership by trained practitioners using a consistent and systematic approach. This approach will define the relative weight of roles in the workplace, based on the job requirements and service need rather than the person doing it.

2.2 Outcome:

- Ensure a job description (JD) accurately reflects the job-related skills, knowledge and responsibilities of the post;
- To determine through partnership working the correct pay band for each post via desktop assessment to existing job families or job matching against national profiles;
- Ensure pay structures are consistent and non-discriminatory.
- Ensure fairness and equity in line with equal pay legislation.
- To build and maintain a database of standard job descriptions for roles at every level of the organisation.

2.3 The job evaluation (JE) process applies to new roles that have been introduced to the organisation as well as vacant or existing roles that can be demonstrated to have changed significantly in terms of complexity and responsibility. This may occur where roles have been re-profiled as part of service integration/organisational change. No job vacancies should be advertised prior to JE banding and authorisation.

2.4 Please note that a request for JE must precede any submission to the Organisational Change Review Group for approval to proceed to implement changes related to service integration.

3. Job Matching

Job matching is an analytical way of evaluating as many jobs as possible to nationally evaluated profiles in the most efficient manner possible, avoiding the need for many evaluations. Stages in Job Matching are:

- Desktop Assessment – used for new jobs in the first instance
- Job Matching Panel – used for re-evaluations in the first instance

- Local Evaluation – used where there is no national profile or a match has not been possible.

4. Documentation

The matching process is based primarily on agreed and up-to-date job descriptions for the jobs to be considered. The post-holder(s)/manager may add local information where appropriate, this must be agreed between the post-holder and their manager, and signed and dated by both parties. It is important that all relevant documentation is before the matching panel. This includes the job descriptions, person specifications and organisation charts and, where relevant, other reference documents and any short-form questionnaires used to collect supplementary information, for example in relation to the effort and environment factors.

5. Job Matching Procedure

5.1 Desktop Assessment– against similar roles in the organisation

5.1.1 Desktop Assessment is the process whereby the JE Officer, a trained JE Practitioner, reviews a post against a similar role within a job family which has previously been assessed (either in the same department or elsewhere in the organisation) and the Staff Side JE Lead and the JE Officer confirm and record the outcome. In cases where the salary banding results in a different level or there is no similar role within a job family which has previously been assessed, the post will go to a panel for a full match in line with the job matching process below.

5.1.2 Matching New Jobs

New jobs will need to be matched in order that a pay band can be determined for recruitment purposes. However, it must be acknowledged that, as there is no one working in the post, some questions may not be answerable at this stage and the full nature of the role may not yet be known.

After recruitment of the jobholder, a period of at least 6 months is allowed for the job to 'bed down' and this may vary according to the nature of the job as some roles may be subject to seasonal variations requiring a full year to determine the full job demands. Once the full demands of the post are clear, the post-holder and/or their manager should review the job description and, if any changes are made to it, the job evaluation outcome must be reassessed using the matching procedure as appropriate. This includes consistency checking. The application of the reassessed job evaluation outcome would normally be backdated to the start date of the new job.

5.2 Job Matching Panel – using national evaluated job profiles

All jobs requiring re-evaluation are reviewed by a matching panel in the first instance. Matching is carried out by a panel comprising both management and staff representative members, representing as broad a range of staff groups as possible from across the organisation as a whole. Panel members have been trained in the NHS JE Scheme, and this training includes an understanding of the avoidance of bias. These trained practitioners must be committed to partnership working because panels must operate in partnership. It is good practice for panels to have equal numbers of staff side and management practitioners with four panel members (two of

each) being most effective. No one panel member has deciding vote and panels must reach consensus decisions.

The panel can operate with three practitioners should circumstances occur that a practitioner cannot attend and the rest of the panel agree they are happy to continue. The panel can operate with five practitioners. This option is to support the development and confidence of new practitioners to the JE team.

5.2.1 Step-by-step procedure

For each job, the matching panel should:

Read the job description, person specification and any other job information in order to select appropriate national profiles.

Identify possible profile matches using the computerised profile index and profile titles (there are unlikely to be more than three possible matches). Appropriate profiles will usually be from the same occupational grouping, for example nursing, speech and language therapy or finance.

Compare the profile job statements with the job description, person specification and any other available information for the job to be matched. The available information about the job duties must be consistent with the profile job statement and, in the majority of cases will be from the same occupational grouping. If this is not the case, the match may need to be aborted, another profile sought or, if no suitable profile is available, the job sent for local evaluation. If the job duties do broadly match, complete the job statement box on the computerised matching form.

On a factor by factor basis, complete the matching form boxes with information about the job to be matched from the job description or other sources, which may include verbal information from the identified representative(s) for management and the job holder(s). Refer to the profiles for the types of information required. The two people representing management and staff in the area of work under consideration should ideally be available to answer any queries or clarify any information about the post being matched.

However, this may not always be practical and questions may need to be asked in writing and written answers considered by the panel at a later date. It is essential that any additional information provided has been agreed and signed by both the manager and the staff member (s) whose post is under consideration. It is essential that any additional agreed and signed information provided needs to be recorded and forms part of the audit trail.

For each factor, compare the information on the form with that in the selected profile and determine whether they match. The information does not have to be exactly the same as that from the profile but should be equivalent to it (for example 'supervises trainees' is equivalent to 'supervises students').

It is important to consider all factors and not just prioritise a few. All job information is relevant and, must be taken into account to ensure robust outcomes

that are justifiable and guard against panels shoe-horning jobs into profiles which may lead to an inappropriate band outcome.

NB: with regard to factor 2 – Knowledge, Training and Experience

It is not advisable to match or evaluate this factor using a personal specification and qualification levels alone. Knowledge must be assessed in the context of demands and responsibilities of the whole job. Panels should always check that, where a qualification is specified in the person specification, that this is actually required for the job.

It is crucial that panels are satisfied they have taken into account all information set out in the job description, person specification and any additional information, for example, organisational chart. The knowledge required for the job may be partly made up from on-the-job learning, short courses and significant experience which leads to a “step up”, as well as the level of qualification expected.

5.2.2 Records

The panel records the findings and decisions in the appropriate computerised forms. These records should indicate where factors match or vary or if it was not possible to match the factor on the profile.

- **M=Match** – agreed factor level is found to be the same as the profile factor level or is within the profile factor range
- **V=Variation** – agreed factor level is found to be either one level higher or lower than the profile factor level or range.
- **NM= No match** - agreed factor level is found to be more than one level higher or lower than the profile factor level or range.

5.2.3 Determine the matching outcome

Possible outcomes are:

- If all factor levels are within the range specified on the profile, this is a (perfect) profile match.
- If most factor levels match, but there are a small number of variations, there may still be a band match, if all the following conditions apply:
 - the variations are of not more than one level above or below the profile level or range, *and*
 - the variations do not relate to the knowledge or freedom to act factors. Variations in these factors are indicative of a different profile and/or band, *and*
 - the variations do not apply to more than five factors. Multiple variations are indicative of a different profile or the need for a local evaluation, *and*
 - the score variations do not take the job over a grade boundary.

If any factor is recorded as a no match this must be recorded and the process repeated with another profile. If there is no other possible profile, refer the job for local evaluation. This needs to be recorded that both the profile and factor needs to be evidenced in the panel notes.

5.2.4 When a profile or band match has been achieved, complete the score column and remaining sections of the matching form. All documentation should be submitted for consistency review.

5.2.5 Consistency checking and confirming matching outcomes

All job evaluation outcomes must be subject to consistency checking. Consistency checking is undertaken by experienced JE practitioners who have received relevant training. It must be conducted in partnership with at least two people, one from management side, one from staff side. The consistency checking partnership should raise any inconsistencies with the original matching panel. The two panels should reach an agreement on the outcome.

Only when consistency checking is complete and any apparent inconsistencies resolved will the matching outcome be issued to the manager requesting the match. Same principle should apply post re-evaluation of post. The jobholder should be provided with a detailed job report of the review of the match or evaluation

Each evaluated JD is recorded and assigned a reference number which is identified on the JD. Records are kept of matching panel practitioners attending each session, together with a list of jobs matched. This is for future reference, in case of need to convene a differently constituted review panel and to establish a matching audit trail.

5.2.6 Review Process for Jobholders

5.2.6 i) In the event that a jobholder disagrees with the outcome, they should request a review then the process outlined in chapter 13 (NHS Job evaluation handbook 2018) will be followed. This will be arranged in partnership with the Job evaluation Trust lead and the Appointed lead from Staff side.

The request must be made within 3 months of the notification of the original panel's decision. The review panel operates in the same way as the job matching panel. The second independent panel needs to be reassured of all additional supplementary information has been submitted for clarification. This review panel may confirm the outcome or confirm a different outcome or, more rarely, send the job to local evaluation using a Job Analysis Questionnaire (JAQ). Any outcome different from the original one must go through the consistency checking process again before being notified to the job holder(s).

The jobholder has no right of appeal beyond the review panel if their complaint is about the banding outcome.

5.2.6 ii) Where an individual is in disagreement with the outcome and can demonstrate that due process has not been followed their recourse is via the Grievance Procedure.

5.2.7 In accordance with Annex 21 under the NHS terms and conditions of service, trainee posts should NOT be submitted for Job Matching / Evaluation. Annex 21 of the NHS terms and Conditions of Service handbook should be followed, the trainee Job description / Person specification must identify which part of annex 21 they are fulfilling, as well as the Job Evaluation Number of the post that they are training

towards. A unique trainee post number will be assigned and which also needs to be recorded on the trainee post JD/ PS as well as the Trained Post JD/PS, and recorded on the Job evaluation system along with the match report.

5.3 Local Evaluation

In circumstances, where a post (new or existing) cannot be matched to a national profile, banding will be determined by local evaluation as a last resort. This involves the post holder and their line manager completing a JAQ, which will then be evaluated by a formal JE Panel. This process is only undertaken in highly exceptional circumstances due to the complexity and length of time it takes.

Advice on the request regarding the release of information relating to the panel.

Individuals who request such information are referred to the chapter 14 of the NHS Job evaluation handbook (seventh edition 2018).

6. Definitions Used

For the purpose of this guidance:

JE Practitioner – Representatives from management and staff side who are trained in the matching, analysis and evaluation processes of the NHS JE Scheme.

National Job Profile – These are nationally agreed profiles used in the job matching process, to ensure equity and fairness. These provide details of 16 factors which identify the requirements of the role.

Consistency Checking – the aim is to achieve consistency of local matching and evaluation, internally, in order to avoid local banding anomalies.

Desktop Assessment – review of a post against a similar role which has previously been assessed (either in the same department or elsewhere in the organisation). The Trust will, wherever possible, refer to a bank of standard JDs to avoid duplication.

7. Key Responsibilities/Duties

Managers are responsible for submitting new posts for evaluation or existing posts for re-evaluation using the relevant documentation and following the process set out in this guidance.

Divisional HR Business Partners will work closely with their Divisions and Business Units to ensure that all proposals for workforce reprofiling and service integration where structures are significantly changed, is consistent with the Workforce Plan.

JE Practitioners are responsible for maintaining confidentiality with regard to all aspects of work undertaken as panel members. They are required to commit to participate in a job evaluation at least 5 times per year and attend evaluation panels to which they have given a commitment.

JE Leads are appointed from the recognised trade unions (staff side) and from the Trust. There will be one staff side and one management lead.

JE Officer is responsible for checking that all documentation received complete. They will arrange panels and facilitate the job evaluation process. They will inform JE Practitioners of any changes to the NHS Job Evaluation Handbook and National profiles, as well as any additional information that may come from the Job Evaluation Working Party (JEWP) or Job Evaluation Group (JEG).

Appendix 1

Job Evaluation Process Flowchart

