

<b>Job Evaluation</b>	<b>Policy</b> <b>Register No: 04037</b> <b>Status: Public</b>
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Developed in response to:	Best practice, Business need, Legislative requirements
Contributes to CQC Outcomes:	12

Consulted With	Individual/Body	Date
Human Resources	Nona Stevenson	May 2016
<b>Professionally Approved By</b>	Bernard Scully, Director of Human Resources	May 2016

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Author/Contact for Information	Fiona Corry, HR Manager
Policy to be followed by (target staff)	All Trust Staff (except Medical Staff and Executive/Non-Executive Directors)
Distribution Method	Intranet & Website
Related Trust Policies (to be read in conjunction with)	Equality and Diversity policy Organisational Change Policy Recruitment and Selection Policy Grievance Policy

#### Document Review History

Review No	Reviewed by	Active from Date
1.0	Rob Jarvis	September 2006 – Previously Re-grading Review Policy
2.0	Jan Mumford	Named Job Review Policy 2007 - 2011
3.0	Rachel Roper	December 2012
4.0	Fiona Corry	7 <sup>th</sup> June 2016

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## **1. Purpose**

- 1.1 This policy ensures that job descriptions and personal specifications are kept up to date and accurately reflect the demands for this post.

## **2. Aims**

- 2.1 The policy aims to:

- Ensure that the job evaluation process is carried out in a fair, objective and consistent manner in accordance with the national Agenda for Change (AFC) job evaluation process.
- Provide a process on how posts are banded within the agreed band under Agenda for Change on the basis of a combination of 16 factors in accordance with the Job Evaluation Handbook (see Appendix 1).
- Set out the grounds on which staff can request a review of their banding and the process by which they should do so.
- Promote effective partnership working between management and staff side at all levels.

## **3. Scope**

- 3.1 This policy applies to all substantive, fixed term and temporary posts, with the exception of those associated with Medical and Dental staff, and Executive and Non-Executive Directors.
- 3.2 The policy does not need to be applied where there are straight replacements for existing posts that have already been aligned to a pay band.
- 3.3 Staff should, over time, become more confident and competent in their role. This is the Knowledge and Skills Framework. This is not in itself grounds for a banding review.

## **4. Roles and Responsibilities**

### **4.1 Chief Executive**

- 4.1.1 The Chief Executive has overall responsibility for ensuring that there is an effective process in place but day-to-day executive responsibility is delegated to the Director of HR.

### **4.2 Director of Human Resources**

- 4.2.1 The Director of Human Resources has executive responsibility for the implementation and monitoring of this policy.

### **4.3 Heads of Service/Clinical or Corporate Director**

4.3.1 Must ensure that this policy is implemented within their service areas.

4.3.2 Authorising the appropriate requests for job evaluation.

### **4.4 Manager**

4.4.1 Are responsible for ensuring that all job descriptions within their remit have been banded in line with this policy and process (Appendix 1).

4.4.2 Must ensure that the job descriptions are written to meet the needs of the service and are produced on the Trust's template which can be found on the Trust's internet.

4.4.3 Should ensure that all job descriptions are banded prior to recruitment.

4.4.4 Should respond to employee requests for re-banding

### **4.5 Employee**

4.5.1 Work in partnership with their manager to ensure that their job description is up to date and meets the needs of the service.

4.5.2 Agree to the content of the job description before submitting for re-banding by signing Appendix 2.

### **4.6 Human Resources**

4.6.1 Update the Trusts Job Evaluation Policy.

4.6.2 To initially assess the quality of the job description before sending it to the AFC Administrator for banding.

4.6.3 Provide support and guidance to managers on job descriptions.

### **4.7 AFC Administrator**

4.7.1 To co-ordinate job descriptions for panel including; setting up panels and organising panel members, ensuring that Appendix 2 has been completed, that the necessary documentation is available for panel members, updating the CAJE (computer aided job evaluation) and internal systems and informing managers with the outcome.

4.7.2 To develop the appropriate documentation to support this policy and process.

4.7.3 Ensure that panels are conducted in line with NHS Employers guidelines.

## **4.8 Trained Job Matchers and Evaluators**

- 4.8.1 Are employees of Mid Essex Hospitals NHS Trust that have had the appropriate Job Matching or Job Evaluation training who sit on Job Evaluation panels.
- 4.8.2 All panel members must be trained before sitting on a Job Evaluation panel.
- 4.8.3 Maintain confidentiality at all times with regard to work undertaken as a trained panel member.
- 4.8.4 Work in partnership with other panel members to evaluate and match job descriptions fairly in line with the AFC handbook and NHS Employers guidelines.
- 4.8.5 Complete the required documentation accurately and clearly.
- 4.8.6 To participate in panels throughout the year.

## **5. Equality and Diversity**

- 5.1 Mid Essex Hospital Services NHS Trust is committed to a Policy embracing the Equality Act 2010 in all its employment practices and strives to eliminate all unfair discrimination, harassment, bullying and victimisation. Equality of opportunity is a high priority within Mid Essex Hospital Services NHS Trust and the Trust will not unlawfully, unfairly or unreasonably discriminate or treat individuals less favourably on the grounds of gender, marital status, sexual orientation, religion or belief, disability, age, race, nationality or ethnic origin. An Equality Impact Assessment is attached at Appendix 3.

## **6. Grounds for Job Evaluation**

- 6.1 Should the job description be a new post to the department and therefore the job description has not been previously banded this is grounds for evaluation.
- 6.2 Should employees consider that they are being asked consistently to undertake responsibilities significantly (25%) over and above the requirements of their post/band. The following points should be considered before a member of staff submits a re-banding request:
  - 6.3 Taking on additional work (ie. volume of work) for tasks already covered by the current job description is not grounds for a band review. Staff should address concerns about workload to their line manager, including through the appraisal, performance review and/or job planning processes. The solution to workload pressures is likely to involve reallocation of work across the team, supporting the member of staff to improve their skills and addressing any capability issues, organising the work more efficiently, reducing the amount of work to match the staffing levels available, and/or increasing staffing levels.
- 6.4 As described in the Staff Charter, all staff are expected to keep up-to-date in their relevant field, to support service modernisation initiatives and to continue to

develop their skills and broaden their experience within their existing role/band. Working with new technology in order to fulfil the responsibilities of the role (as described in the current job description) more efficiently or more effectively is not grounds for a banding review.

## **7. Process for Job Evaluation**

- 7.1 A flow chart of the job evaluation process is provided in Appendix 1.
- 7.2 Employees must address their concerns in writing to their line manager. The employee should identify how, and the extent to which, the current responsibilities of their post differs from those set out in the job description. This must be supported by evidence.
- 7.3 Employees should not resubmit banding requests that they have previously submitted and the line manager should not consider them, unless the member of staff demonstrates in their application that their situation has altered significantly (25%) since their previous request.
- 7.4 The line manager may wish to discuss the request with their employee. However the member of staff should include with their initial request all the information and evidence upon which they wish the review to be based.
- 7.5 The line manager must seek advice from their HR Manager and additionally, if the post requires professional or trade registration, from the relevant Trust professional or trade lead. The HR Manager and professional lead are responsible for ensuring that the banding review uses the relevant banding definitions using Agenda for Change Factor Plans, that the outcome is consistent with these, and that it is in line with bandings of equivalent posts across the Trust.
- 7.6 The line manager will be responsible for submitting the agreed job description, person specification, structure of department and completed Appendix 2 to their relevant HR Manager, they will then pass all the relevant information to the AFC Administrator.
- 7.7 The AFC administrator will confirm receipt and date of panel.
- 7.8 AFC Panels should comprise of a minimum of either two management and one staff side AFC Trained Matchers or Evaluators or one management and two staff side AFC Trained Matchers or Evaluators. The maximum number of members on the AFC panel should be two management and two staff side Trained Matchers or Evaluators.
- 7.9 Should the panel members require further information or clarity then the relevant the line manager or postholder may be contacted.
- 7.10 Both the line manager and postholder will be notified of the panel outcome in writing. It is then the responsibility of the manager to complete and action any changes to the employees terms and conditions where necessary e.g. where banding has increased managers are responsible for submitting a Change

Notification Form SW(B) to inform HR and payroll of the change. Managers should use the written notification from the AFC administrator as documented evidence when submitting the SW(B).

## **8. Unique Posts**

- 8.1 Where an AFC panel is unable to evaluate the job description using the matching process where job descriptions are matched to a national profile. The postholder and manager will be responsible for completing a Job Analysis Questionnaire (JAQ) prior to the job description going forward to an evaluation panel.
- 8.2 The postholder/s and manager will be guided through this process by their HR Manager and AFC administrator.

## **9. Process for Organisational Change**

### **9.1 Only the following decisions are possible:**

- 9.1.1 The manager agrees that the responsibilities of the post exceed the original job description and banding and that the post is required to maintain the service. The job description should be revised accordingly and put to a matching panel. However, the facility for banding is not intended to circumvent the normal process for opening posts to competition. Where a new job description for the post is significantly different (the 'rule of thumb' to be used is that if the nature and responsibilities of the new post are different from the previous post by more than one half, this constitutes a 'significantly different' post) from the original, the post should be subject to:
- Recruitment (advertising internally and/or externally and opening the post to competition) if the post is being created in addition to the current structure; or
  - Restructure (as set out in the policy on Organisational Change) if the post would replace the previous post.
- 9.1.2 The manager does not consider that the responsibilities of the post differ significantly from those set out in the job description, or they acknowledge that they do differ but does not consider that they represent additional responsibilities significant to justify change in banding.

## **10. Appeal Process**

- 10.1 There is not a local appeal process for existing job descriptions going through the re-banding process. Members of staff who have concerns about their roles/responsibilities should address these with their line manager in the first instance. However, if a member of staff feels the banding process has not been followed, this is to be addressed through the Grievance Policy.
- 10.2 All new posts where the job description has not previously been through the Job Evaluation process will have the right of appeal. The job description may then be

put forward to an appeal panel. In this case the appeal panel outcome will be the final outcome and will override the original panel outcome.

## **11. Backdating Pay**

- 11.1 Where requests are agreed, at the discretion of the manager the change in banding will be backdated to the date the job description was received by the AFC Administrator.

## **12. Breaches of Policy**

- 12.1 Where there is a significant breach of this policy, the HR Operations Team must consider whether that breach should be reported under the Trust's Datix reporting procedure.
- 12.2 Heads of Service/Clinical or Corporate Director and Managers are responsible for ensuring that this policy is followed and that all job descriptions and person specification are banded in line with the Agenda for Change Job Evaluation process failure to do so may mean disciplinary action.

## **13. Audit and Monitoring**

- 13.1 The policy will be monitored annually by the Human Resources Operations Team with areas of exception being highlighted.
- 13.2 A yearly audit of all breaches of this Policy will be carried out and submitted to JCNC. This will be completed by the Human Resources Operations Team.
- 13.3 The AFC Administrator will maintain an electronic record of job descriptions put forward for an AFC panel.
- 13.4 The AFC Administrator will also record and review all appeals and where necessary report to the HR Managers. The HR Managers will then work in partnership with the managers on reviewing the job descriptions, person specifications and necessary documentation prior to submitting to the AFC Administrator.
- 13.5 The Job Review panel outcome will be inputted and recorded into the Computerised Aided Job Evaluation system (CAJE) and paper copies archived. CAJE will be maintained and monitored regularly.

## **14. Communication and Implementation**

- 14.1 Staff will be made aware of this policy through reference at Corporate Induction and dissemination via Staff Focus. The document will be stored for access to all on the MEHT Intranet under HR Policies and will be available also on the Trust website.



## **15. Pensions Auto Enrolment**

- 15.1 Since 1<sup>st</sup> July 2013 the Trust has an obligation to assess all workers and their individual position within the organisation. This being the case, staff need to be aware that any changes to pay under this policy may affect their Pensions Auto Enrolment Status.

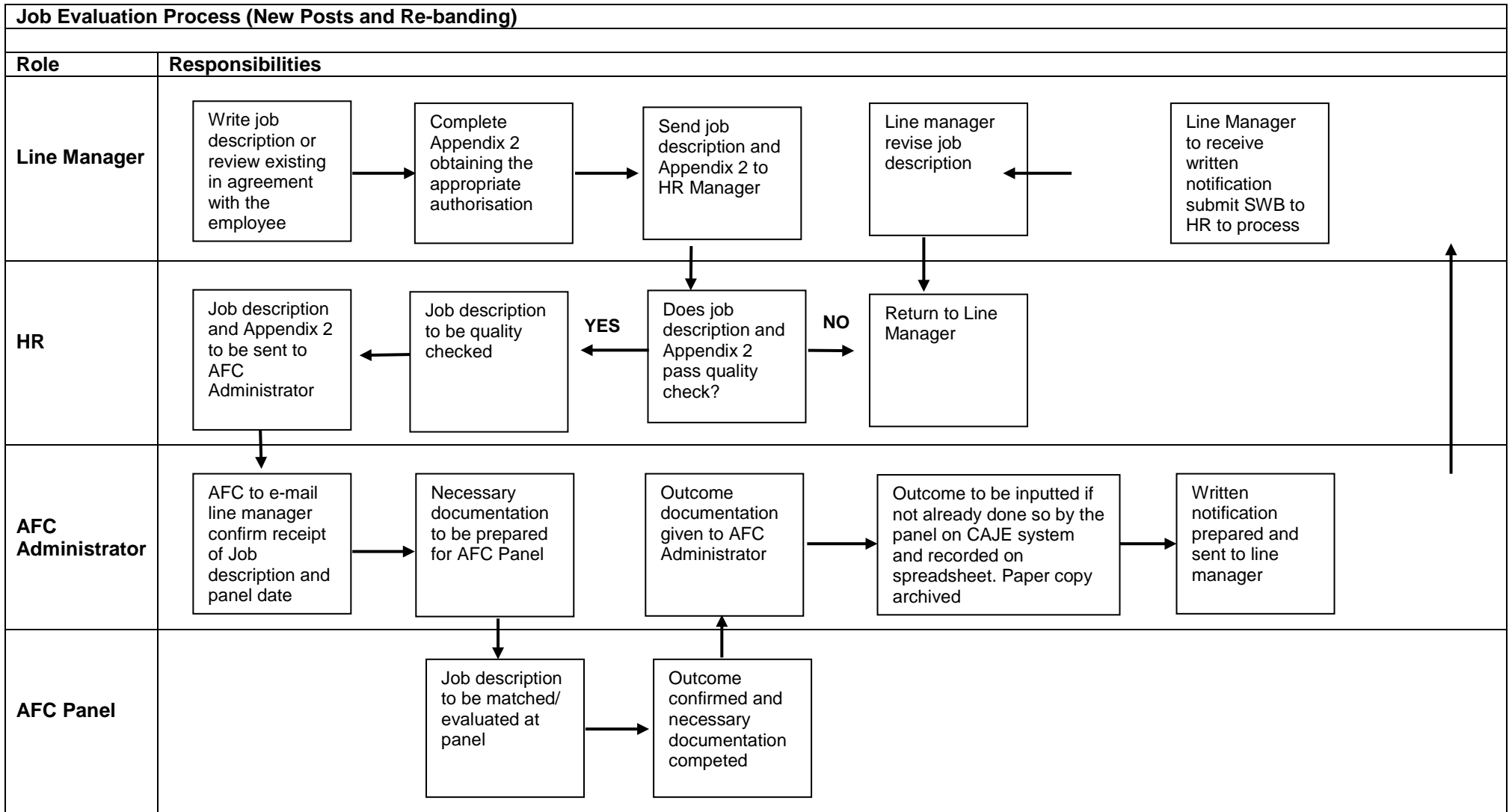
## **16. Review**

- 16.1 This policy and procedure will be reviewed within 24 months of its agreement and bi-annually thereafter. Any additional amendments will be made in accordance with any changes in legislation.

## **17. References**

- 17.1 NHS Job Evaluation Handbook
- 17.2 Agenda for Change Terms and Conditions of Service
- 17.3 NHS Employers website

## Appendix 1



Timescales will be discussed between the line manager, HR and the AFC Administrator. The Manager will inform the postholder accordingly.

## Appendix 2 – AFC Authorisation Form

Please note it is the line manager's responsibility to ensure this form is completed before submitting the job description, person specification and structure of the department . **Section 1: Post Details**

<b>Post Job Title:</b>		
<b>Department:</b>		
<b>Is this a New Post: (Please circle)</b>	<b>Yes</b>	<b>No</b>
<b>Reason for New Posts / Review of Current Post:</b>	<b>If No state current banding: If No state current job title:</b>	
<b>Line Manager:</b>		
<b>Line Manager's Contact Number:</b>		
<b>Postholder: (If re-banding)</b>		
<b>Postholder's Contact Number: (If re-banding)</b>		
<b>Section 2: Authorisation (Signed off)</b>		
<b>Line Manager</b> (Name of manager that has agreed to the content of the job description and that funding is available)		
Name:	Signature:	Date:
<b>Postholder</b> (Name of employee that has agreed to the content of the job description)		
Name:	Signature:	Date:
<b>Budget Holder's Authorisation</b> (Name of Head of Nursing/Midwifery / Clinical Director / Corporate Director or equivalent who has authorised the above job description)		
Name:	Signature:	Date:
<b>HR Manager</b> (Name of HR Manager who has authorised the above job description)		
Name:	Signature:	Date:
<b>Finance Manager</b> (Name of person in Finance who can confirm that budget is available)		
Name:		Date:
<b>Section 3: Panel Details (To be completed by AFC Administrator)</b>		
<b>Date of Panel:</b>		
<b>Panel Members</b>	<b>Management Side</b>	
	<b>Staff Side</b>	
<b>Date Inputted on CAJE:</b>		
<b>National Profile Matched to:</b>		
<b>CAJE Number:</b>		
<b>Banding Result:</b>		
<b>Date of Written Notification sent to Manager:</b>		

Please return this form with the job description to your HR Manager.

**Equality Impact Assessment (EIA)**

**Title of document being impact-assessed:** Job Evaluation Policy

**Date of assessment:** May 2016

**Lead person on the assessment:** Fiona Corry

<b>Equality or human rights concern. (see guidance notes below)</b>	<b>Does this item have any differential impact on the equality groups listed? Brief description of impact.</b>	<b>How is this impact being addressed?</b>
<b>Gender.</b>	Impact of the policy is gender neutral.	The policy ensures that the Job Evaluation element of the Agenda for Change Pay System is implemented ensuring equal pay and reducing gender discrimination. Panels are conducted to evaluate the jobs fairly, equally and consistently.
<b>Race and ethnicity.</b>	None	
<b>Disability.</b>	None	
<b>Religion, faith and belief.</b>	None	
<b>Sexual orientation.</b>	None	
<b>Age</b>	None	
<b>Transgender people.</b>	None	
<b>Social class.</b>	None	
<b>Carers.</b>	None	