



Job Evaluation

Policy and Procedure

Date of implementation

Human Resources
Employment Policies



HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

Quick Reference - Associated Documents and Version Control

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CONTENTS

SECTION	TITLE	PAGE NO
	Policy	
1	Introduction	4
2	Definitions	4
3	Scope	4
4	Key Principles	4
5	Legislative/Policy Framework	5
6	Application of Policy and Procedures	5
7	Roles and Responsibilities	5
8	Review and Monitoring	8
	Procedures	
1	Introduction	9
2	When to Evaluate Posts	9
3	Procedures for Evaluating Posts	10
	• Submitting Evaluation Requests	10
	• Job Evaluation Panels	12
	• Appeals	13
4	Job Evaluation Outcomes	14
	Appendices	
1	Glossary of Terms	16
2	Job Evaluation Process Flowchart	17
3	Managers Job Evaluation Request Form	19
4	Employees Job Evaluation Request Form	22
5	Job Evaluation Scheme and its Application	25
	• Gathering Information	25
	• Job Overview Documents	25
	• Job Evaluation Scheme Factors	26
6	Salary Scales and Points	31
7	Appeals Request Form	32

Job Evaluation Policy:

1. INTRODUCTION

- 1.1** The Council implemented the Single Status Agreement in 2009 using the agreed Scottish Councils' Job Evaluation (SCJE) Scheme to evaluate local government employee posts. The Council will build on and extend this work by continuing to use the SCJE Scheme where new posts are introduced or where there have been any changes to existing posts that impact on one or more of the 13 factors of the SCJE Scheme.
- 1.2** The Council is committed to ensure a fair, transparent, consistent and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value. This policy and supporting procedure sets out the Council's approach to ensuring consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the SCJE Scheme within the Council.

2. DEFINITION

- 2.1** Job Evaluation is defined by the Equalities Human Rights Commission (EHRC) as *"a method for comparing different jobs to provide a basis for a grading and pay structure. Its aim is to evaluate the job, not the jobholder, and to provide a relatively objective means of assessing the demands of a job"*
- 2.2** The evaluation process will be supported by the Gauge system which is a computerised tool to support and speed up steps in the evaluation process and generate a Job Overview document.

3. SCOPE

- 3.1** This policy applies to all Local Government employees.
- 3.2** The Council will ensure that good equal opportunities practice underpins the operation of this policy irrespective of age; disability; sex; gender re-assignment; race; religion or belief; pregnancy and maternity, marriage and civil partnership; or sexual orientation.

4. KEY PRINCIPLES

- 4.1** The key principles of the Job Evaluation Policy and Procedure are to ensure:

- The Council provides equality in terms of pay and that job evaluation processes are fair, transparent, consistent and legally compliant.
- The application of the SCJE Scheme in the evaluation of jobs in supporting the Council provide an objective, rational and reliable measure of the size and significance of each job in relation to other jobs within the Council.
- A robust framework is in place to evaluate posts using factual and objective documentation and allow appeals against evaluation outcomes.
- Evaluation is undertaken by a panel of trained and competent job analysts, who will include representatives from trade unions, management and human resources.
- Jobs not people are evaluated and that the process does not consider an individual's performance.

5. LEGISLATIVE CONTEXT

5.1 The Policy and Procedure complies with the Equalities Act 2010.

5.2 The Policy and Procedure also complies with ACAS Guidance "Job Evaluation: Consideration and Risks" and the Equality Human Rights Commission (EHRC) Job Evaluation Checklists.

6. APPLICATION OF POLICY AND PROCEDURES

6.1 A separate Job Evaluation Procedure, documentation and flowcharts have been developed to support the application of the Policy.

7. ROLES AND RESPONSIBILITIES

In order to support the application of this policy and procedure the following roles and responsibilities will apply.

7.1 The Council will:

- provide a robust job evaluation policy and process to underpin equal pay legislation
- ensure that training is provided for those involved in the job evaluation process
- ensure that job evaluation is undertaken on a fair, transparent and consistent basis

7.2 Managers will:

- understand the Job Evaluation Policy and Procedure and their role in the process
- submit posts for evaluation to the HR Business Partners and provide the appropriate supporting documentation

- ensure that job profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template
- attend Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated

7.3 HR Business Partners will:

- provide advice and guidance on the Job Evaluation Policy and Procedures to managers in relation to developing accurate, complete and comprehensive job profiles
- ensure that Job Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team
- contribute to the development and review of the Job Evaluation Policy and Procedures in line with legislative requirements and good practice
- attend Job Evaluation Panels and Appeals Panels as requested to assist in providing information on the role being evaluated
- attend Appeals Panels in an Analyst role

7.4 The Employee Lifecycle and Workforce Planning Team will:

- ensure compliance with the Job Evaluation Policy, Procedures and processes, and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes
- develop effective documentation and ensure systems are in place to evidence compliance with the policy and procedures in support of an auditable process
- ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role and that adequate resources are available by maintaining a pool of trained Job Analysts who are available to participate in the process
- provide advice and guidance to managers in relation to the development of accurate, complete and comprehensive job profiles, and provide advice and guidance to managers in relation to the Job Evaluation Policy and Procedure
- lead on the development and review of the Job Evaluation Policy, Procedures, supporting documentation and processes in line with legislative requirements and good practice

7.5 Trade Unions will:

- consult in the development and review of the Job Evaluation Policy and Procedures
- actively support the ongoing training and participation of trade union representatives in the evaluation process
- support their members by providing advice and guidance to employees in relation to the Job Evaluation Policy, Procedure and process

- support the Job Evaluation process as a Job Analyst/Panel Member or as an employee representative and not undertaking both roles in relation to a particular job or group of jobs

7.6 Job Analysts/ Panel Member/Job Evaluation Panel Members will:

- maintain confidentiality with regard to all aspects of work undertaken in their role as analyst or panel member
- declare any conflict of interest with any role being evaluated - if in any doubt advice should be sought from the Section Head – Employment Policy and Practice
- attend training as required and ensure a full understanding of the Scottish Councils' Job Evaluation Scheme
- ensure the job evaluation procedure as outlined in the policy, procedure and supporting documentation is followed
- on a regular basis participate and attend evaluation panels
- record all outcomes on the Gauge Job Evaluation system to create Job Overview Documents

7.7 Employees will:

- provide all relevant information with their submission to the Job Evaluation Panel or Appeals Panel
- ensure that any documentation submitted is accurate, complete and comprehensive and that it is completed on the standard templates
- attend Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated

8 REVIEW AND MONITORING

8.1 The Job Evaluation Policy, Procedure and supporting documentation will be reviewed 1 year after implementation and thereafter every 2 years.

8.2 The policy will be reviewed in line with any relevant changes to legislation, best practice or Scottish Councils' Job Evaluation Scheme as required. If issues arise in relation to the application of the policy or procedure then an earlier review will take place.

JOB EVALUATION PROCEDURES:

1. INTRODUCTION:

1.1 A Job Evaluation Scheme is a method of systematically and objectively assessing individual jobs, with a view to avoiding prejudice or discrimination. This procedure has been developed to ensure the ongoing evaluation of posts within the Council is managed in a fair, transparent, consistent and legally compliant way utilising the Scottish Councils' Job Evaluation Scheme.

1.2 The Job Evaluation process will:

- Ensure that the demands of the post, not the performance of the post holder(s) are assessed.
- Evaluate jobs as they exist now and not how they used to operate or might operate in the future.

2. WHEN TO EVALUATE JOBS

2.1 These procedures detail the process for evaluating jobs and roles in line with the work already undertaken through the implementation of the Single Status Agreement.

2.2 Posts should be considered for evaluation where:

- the role and associated responsibilities are new.
- internal restructuring has an impact on the job in terms of one or more of the 13 factors of the SCJE Scheme.
- there is a vacancy and changes are made to the remit of the job.
- there has been a permanent change in the work, and this change impacts on the job in terms of one or more of the 13 factors of the SCJE Scheme, and responsibilities of the role and re-evaluation is sought by either an employee or management. This applies equally to reductions as well as increases to the job activity.
- there has been an appeal against an evaluation result and re-evaluation is recommended.

2.3 Requests for evaluation/re-evaluation will not be considered where:

- the request is as a consequence of comparison with the evaluation outcome of a separate post and no evidence is provided in relation to changes to one or more of the 13 factors of the SCJE Scheme

- the post has already been evaluated within the previous 12 month period, unless changes, that impact on one or more of the 13 factors of the SCJE Scheme, have been made to the post since the last evaluation.

2.4 A change means where there has been a change to an existing job in relation to one or more of the 13 factors of the SCJE Scheme.

3 PROCEDURE FOR EVALUATING JOBS

3.1 The procedures make provision for two types of request; (1) Management requests and (2) Employee requests for evaluation.

3.1.1 A Management request is initiated by management where a new job has been created, where restructuring has had an impact on the job or where there is evidence of a change to the job that would impact on one or more of the 13 factors of the SCJE Scheme.

3.1.2 An Employee request is initiated by a post holder or post holders where they consider that there is evidence of a change to the job that has an impact on one or more of the 13 factors of the SCJE Scheme. This can be a request by a group of employees.

3.1.3 The process for evaluation is the same regardless of whether the evaluation has been requested by management or an employee.

3.2 A flowchart has been developed in relation to the Job Evaluation Process Appendix 2.

3.3 A number of documents require to be prepared and submitted, in advance of an evaluation request being considered. Submissions cannot be considered for job evaluation unless all relevant documentation is included. Where access to job profiles, person specifications, job overview documents and factor level scores is required individuals should contact their Departmental HR Business Partner.

(1) Management Requests

3.3.1 Documents which require to be submitted in support of a management request:

- Job Profile and Person Specification – using the standard Council template and guidance. A copy of this template and guidance can be found at on the HR and OD Knowledge Portal on the Intranet.
- Completed Managers Job Evaluation Request Form (Appendix 3) – including a summary of:
 - the rationale for the job being introduced if a new post

- the changes and associated rationale that have been made to the role if it is an existing post
- the factors of the Scottish Council Job Evaluation Scheme which are considered to have been affected by the changes (A summary of the 13 Factors can be found at Appendix 5)

3.3.2 Management requests are required to be completed in conjunction with the Departmental HR Business Partner who will support the manager in ensuring the submission is in the correct format and contains all the relevant information for an effective evaluation. It may be that the HR Business Partner returns the submission to the manager if additional information or clarity is required for evaluation.

(2) Employee Request

- 3.3.3** Documents which require to be submitted in support of an employee request:
- Current Job Profile and Person Specification.
 - Current Job Overview Document and Factor Level Scores Breakdown
 - Completed Employee Job Evaluation Request Form (Appendix 4) – including a summary of:
 - What has changed in the job
 - the factors of the Scottish Council Job Evaluation Scheme which are considered to have been affected by the changes (A summary of the 13 Factors can be found at Appendix 5)
- 3.3.4** Employee requests should be submitted to the immediate line manager for initial checking and verification. Where the manager is in agreement with the content, the completed request form and supporting documentation should be submitted to HR Business Partner for the Department for inclusion in the evaluation process.

Unsupported Employee Request

- 3.3.5** Where the manager does not agree with the submission, the manager should complete the appropriate section on the Job Evaluation Request form outlining the reasons for rejection and discuss this with the employee.
- 3.3.6** Where the employee's request is not supported by the manager and the employee believes that (1) the factors outlined in the submission have not been considered and/or (2) there are relevant areas of dispute as referred to in section 3.4.5 below, the employee can submit an appeal to the Job Evaluation Appeals Panel within 10

working days of notification of outcome. The unsupported Job Evaluation Request Form must be submitted to the Departmental HR Business Partner for submission to the Job Evaluation Appeals Panel.

- 3.3.7** Only where the employee sets out grounds which could demonstrate that not all job demands were considered by the manager or which could demonstrate that the demands and responsibilities of the job in question are outwith the existing job overview or job profile for the post can such an appeal be submitted to the Job Evaluation Appeals Panel. The appeal must contain information setting out the basis on which it is claimed that this is the case, or it will not be admissible.
- 3.3.8** In hearing appeals, the Job Evaluation Appeals Panel will meet with all parties and consider the submissions from the employee and the manager. After consideration the Job Evaluation Appeals Panel will make a final decision on whether there are sufficient grounds for the post to be re-evaluated by the Job Evaluation Panel. There is no further right of appeal against this decision.
- 3.4** Evaluation requests and supporting documentation should be sent to Departmental HR Business Partner for submission to the Job Evaluation Panel. The manager and the employee(s) will be advised of the date and time of the panel meeting.
- 3.5** The manager and, where appropriate, the employee will be required to attend the panel to discuss the job and submission documents. The employee may be accompanied by a colleague or trade union representative. In some circumstances the HR Business Partner may also be required to attend the Panel.

Job Evaluation Panels

- 3.6** The Job Evaluation Panel will comprise of a management representative, a trade union representative and an HR representative.
- 3.7** The Panel will convene to evaluate requests submitted by management / an employee, which contain sufficient grounds for evaluation or re-evaluation as referred to above. As part of the evaluation process the Panel will invite the manager, the employee and/or their representative to discuss the submission documents and the role/changes in more depth.
 - 3.7.1** Where it is an employee request, an employee (or group of employees) may choose to be represented by a Trade Union representative.

- 3.7.2** Should there be a number of employees in the same post a group request for evaluation may be submitted, however, for practical purposes this will normally be dealt with by one individual representing the group.
- 3.8** The Gauge system is a computerised tool which supports the evaluation process. The system generates a question and answer stream in line with the 13 factors of the scheme and helps to ensure consistency of application of the scheme. The evaluation is undertaken using the Gauge system, submitted documentation and panel discussion to cross check job facts.
- 3.9** The Gauge system will score the post in line with the responses given and a Job Overview Document and Factor Level Scores Breakdown document will be generated.
- 3.10** No score, or indication of an outcome, will be given to either the manager or the employee and their representative at this meeting. The Job Overview Document, Factor Level Scores Breakdown and submission papers will undergo consistency checking prior to confirmation of the outcome.
- 3.11** Consistency checking is the process of ensuring that evaluations are accurate and consistent with existing evaluated posts across the Council in order to avoid anomalies. This is conducted by reviewing the outcome in line with job families (similar and related jobs) and hierarchies (e.g. lower, equivalent and higher graded posts within the relevant structure).
- 3.12** The Job Overview Document will be issued to the manager and employee and their representative for checking. When the Job Overview document has been agreed the scoring matrix will then be applied and the post holder advised of the grade in writing. If required, there will be the opportunity to obtain further clarity on the outcome with the Chair of the Job Evaluation Panel.
- 3.13** The manager and the employee have the right to appeal the outcome of the evaluation. Appeals must be based on job facts and the level definitions of the JE Scheme and demonstrate admissible grounds.

Appeals

- 3.14** Appeals on the outcome of the evaluation must be submitted to the Job Evaluation Appeals Panel within 10 working days of the date of being informed of the evaluation outcome (score and grade) on the standard appeals form (Appendix 7) with supporting evidence.

- 3.15** An appeal cannot be made solely because an employee or manager disagrees with the score and grade resulting from the job evaluation outcome unless one of the grounds listed below apply:
- Panel misunderstood the information submitted in relation to one or more of the 13 factors.
 - The job evaluation process was not carried out in accordance with the Council's procedures.
- 3.16** The Job Evaluation Appeal Panel will comprise of a management, Trade Union and an HR representative. The panel will not have been involved in the initial evaluation of the post. The Job Evaluation Panel will consider the whole job and the 13 factors not just those being contested.
- 3.17** The Employee Lifecycle and Workforce Planning Team will provide acknowledgement that an appeal has been submitted and arrange a date for the appeal to take place.
- 3.17.1** For management appeals the manager is expected to prepare and present the case and detail and provide evidence to support their case.
- 3.17.2** For employee appeals the individual concerned will be expected to prepare and present the case and detail and provide evidence to support their case. The employee can be accompanied by a colleague or trade union representative. The manager will be required to attend the appeal.
- 3.18** The Appellant will present their case to the Job Evaluation Appeals Panel and both management and the employee will answer any questions that the Panel may have.
- 3.19** Once the case has been presented and the Job Evaluation Appeals Panel have sought clarity the manager/employee and their representative must withdraw from the panel to allow the Job Evaluation Appeals Panel to consider the information presented.
- 3.20** The appeal outcome will be decided on by the Job Evaluation Appeals Panel and advised to the manager and employee in writing by HR after the meeting, and where requested feedback can be given by the Chair of the Panel. This process will still be subject to consistency checking.
- 3.21** There is no further right of appeal.

4. JOB EVALUATION/APPEALS OUTCOMES

- 4.1** The effective date of the evaluation outcome will be confirmed in writing and reflect one of the following:
- Implementation of the new structure
 - Date that the application was submitted
 - Backdated to the date that the employee commenced the role/duties
- 4.2** The outcome of the evaluation will be that the job is given an overall score. For existing jobs this may result in an increase in factor level/score, a decrease in factor level/score or no change to the factor level/scores.
- 4.3** A change in factor level and or/score will not necessarily lead to a change in the grading of the post unless sufficient points are awarded or subtracted to enable a move to another grade.
- 4.4** Where a job is upgraded, the employee(s) will be placed on the bottom point of the scale of the new grade. Progression through the scale will proceed as normal.
- 4.5** The employee(s) will be issued with a new or revised job profile and person specification and, where appropriate, will be issued with a variation to their contract of employment detailing any changes to grade.
- 4.6** As a result of the job evaluation outcome the grade of the post is lower then discussions will take place with the employee(s) regarding changing terms and conditions in line with the Organisational Change policy.