

Job
Evaluation
Policy &
Procedure

DRAFT

Quick Reference - Associated Documents and Version Control

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Job Evaluation Policy:

1. INTRODUCTION

- 1.1** The Council implemented the Single Status Agreement in 2009 using the agreed Scottish Joint Councils' Job Evaluation (SJC) Scheme to evaluate local government employee posts. To maintain the integrity of the Council grading structure, the re-evaluation of changed posts, new posts and appeals will be determined using the SJC Job Evaluation Scheme as applied by the Council. This will ensure the definitions and guidance of all 13 factors of the SJC JE Scheme will be applied consistently to all posts in accordance with the agreed application by the Council set out in this policy and supporting procedure.
- 1.2** The Council is committed to a fair, open, transparent, and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value.

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 CoSLA Gauge 'Evaluator' software which is an online system 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 including those formerly known as Craft Workers and Chief Officers. Teachers are excluded as they are covered by the SNCT Job Sizing Scheme.
- 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 that:

- The Council provides equality in terms of pay and that our job evaluation processes are fair, open, consistent, and legally compliant.
- The SJC Job Evaluation Scheme is used to evaluate jobs and it is fit for purpose and supports the Council to 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 trained and competent job analysts, who will include independent representatives and representatives from trade unions and human resources.
- Jobs, not people, are evaluated and it does not consider the individual's performance.

5. LEGISLATIVE CONTEXT/POLICY FRAMEWORK

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

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

5.3 The Policy and Procedure is based on the principles contained within the Scottish Joint Council for Local Government Employees Job Evaluation Scheme's Practice Manual and Model Job Evaluation Appeal Procedure.

6. APPLICATION OF POLICY AND PROCEDURE

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

7. ROLES AND RESPONSIBILITIES

To support the application of this policy and procedure, the following roles and responsibilities will apply:

7.1 Council

- Responsibility to 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 and ensure that job evaluation is undertaken in a fair, open, and transparent way.

7.2 Managers

- Responsible for understanding the Job Evaluation Policy and Procedure and their role in the process. Managers are required to liaise with their People and Change Partners when considering submitting a job evaluation request, work with them to complete submission and provide the appropriate documentation as required.
- Must ensure that role profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template.
- Responsible for ensuring requests for re-evaluation forms are completed within the required submission deadlines.
- Responsible for providing information on duties and responsibilities of the role being evaluated.
- Responsible for providing information on any significant and permanent changes to existing post.
- Provide further clarification and/or attend meetings as requested on the role(s) being evaluated if required.
- Responsible for attending Job Evaluation Appeals Panels as requested to provide information on the role being evaluated.

7.3.1 People and Change Partners

- Support and challenge the requirement for additional roles considering the wider context of a joined up, one council approach alongside the service and workforce planning priorities.
- Ensure the Strategic Operating Model (SOM) principles apply to any proposed changes particularly around spans of control/ratios and no more than 6 levels below the Chief Executive.
- Provide advice and guidance on the Job Evaluation Policy and Procedure to managers in relation to developing accurate, complete and comprehensive job profiles.
- Ensure that Role Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team in accordance with submission deadlines.
- Contribute to the development and review of the Job Evaluation Policy and Procedure in line with legislative requirements and good practice.

7.4 Strategic Human Resources

- Ensure compliance with the Job Evaluation Policy and Procedure and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes.
- Develop and maintain effective documentation and systems to evidence compliance with the policy and procedure, supporting an auditable process.

- Ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role.
- Ensure adequate resources are available through maintenance of a pool of trained Job Analysts available to participate in the process.
- Provide advice and guidance to managers in relation to developing accurate, complete and comprehensive role 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 and Procedure and supporting documentation in line with legislative requirements and good practice.
- Consult with Trades Unions on the development and review of the Job Evaluation Policy and Procedure in accordance with the terms of the Policy Framework.

7.5 Trades Unions

- Contribute, via the consultation process, to the development and review of the Job Evaluation Policy and Procedure
- 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 or Appeal 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

- Maintain confidentiality with regard to all aspects of work undertaken and must declare any conflict of interest with any role being evaluated.
- Responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme.
- Follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- Responsible for gathering further information on the role(s) being evaluated if required through discussion, email, attending MS Teams or Face to Face meetings with Managers and/or post holders as requested and Questionnaires if required.

7.7 Job Evaluation Appeal Panel Members

- Maintain confidentiality regarding all aspects of work undertaken and must declare any conflict of interest with any role being evaluated.
- Responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme.

- Follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- Responsible for gathering further information on the role(s) being evaluated if required through discussion, email, attending MS Teams or Face to Face meetings with Managers and/or post holders as requested.
- Undertaking the role on a regular basis and participate and attend evaluation appeals panels to which they have given a commitment.

7.8 Employees

- Provide all relevant information with their submission to the line manager
- Ensure that any documentation submitted is accurate, complete and comprehensive and that they are completed on the standard templates.
- Provide further clarification and/or attend meetings as requested to assist in providing information on the role(s) being evaluated.
- Responsible for attending Job Evaluation Appeals Panels as requested to provide information on the role being evaluated.

7.9 Chief Officer

- Responsible for understanding the Job Evaluation Policy and Procedure and their role in the process. Chief Officers are required to liaise with their People and Change Partners when considering a job evaluation request, work with them to complete submission. Responsible for ensuring requests for re-evaluation forms are completed within the required submission deadlines.
- Ensure the SOM principles apply to any proposed changes.
- Support and challenge the requirement for additional roles considering the wider context of a joined up, one council approach alongside the service and workforce planning priorities.

8 REVIEW AND MONITORING

- 8.1** The Job Evaluation Policy, Procedure and supporting documentation will be reviewed as required to ensure that it remains fit for purpose and that it is being implemented fairly and consistently.
- 8.2** Reviews will be undertaken to ensure compliance with legislation, development of the national scheme and recommended best practice.

JOB EVALUATION PROCEDURE

1. INTRODUCTION

- 1.1 This procedure applies to Local Government employees including those formerly known as Craft Workers and Chief Officers. Teachers are excluded.
- 1.2 This procedure will assist managers, employees and Trades Unions through the Job Evaluation process.
- 1.3 The job evaluation procedure will:
 - Evaluate the job and not the person doing it;
 - Consider the demands of the job. It will not consider the total volume of work, the number of people required to do it or the ability of the job holder;
 - Assume that the job is being/will be performed to an acceptable standard; and
 - Evaluate the job as it is now, not how it was done previously or may be done in the future.

2. CONTEXT

- 2.1 This procedure sets out a mechanism to respond to those circumstances which justify a re-evaluation of an existing job, job evaluation of a new job, or a job evaluation appeal.
- 2.2 Services will be expected to maintain stability in their job grades, and managers must ensure that employees work within the terms of their role profile. Any change in duties which extends beyond an employee's current role profile should be as a result of an informed decision and agreement of their line manager and Chief Officer, and not as an unplanned consequence of circumstances evolving incrementally.
- 2.3 The procedure addresses both individual requests from employees and managers as well as evaluations arising from structure reviews or service specific requirements.

3. RE-EVALUATION OF CHANGED JOBS

- 3.1 Managers and employees can request the re-evaluation of jobs that have had a **significant** and **permanent** change since the last evaluation, out-with restructures or service reviews.

3.2 Prior to submitting a Request for Re-evaluation form

The manager and/or employee/s can access the current Role Profile (RP), Job Overview Document (JOD) and Factor Level Listings (FLL) for the post from the [Global Share Role profile Library](#). Employees who do not have access to the Global Drive should request their RP, JOD & FLL by emailing the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk. This will give the manager and/or the post holder the current assessment of the 13 job evaluation factors.

For those employees without access to the electronic request for re-evaluation form or the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk assistance can be provided by your line manager and/or Trade Union representative.

If, after reading the current job overview document, the manager and/or employee/s considers that a **significant** and **permanent** change has occurred and the criteria in 3.3 below is met, a request for re-evaluation form can be submitted.

Request for Re-evaluation forms can be accessed **here**.

3.3 Criteria

The following criteria require to be met before an application for re-evaluation of an existing job can progress:

- at least a year has passed since the effective date of implementation of the original job evaluation outcome, its initial appeal, or a subsequent re-evaluation;
- the change in job content is substantial and does not just reflect an increased volume of work,
- the change is a necessary part of the job remit;
- the change arises directly from a change in service requirements;
- the change is considered to be permanent;
- the change is significant in terms of one or more of the 13 factors of the job evaluation scheme;
- clear evidence of the change can be provided in support of the application for re-evaluation, including the impact of new duties on existing duties, i.e. what is no longer being done or done to a lesser degree/frequency;
- the Line Manager agrees that the change in job meets all of the above criteria and has provided a detailed response to each of the points within the request for re-evaluation form.

Approval

- 3.4 If the Line Manager (Grade 9 and above) agrees that the criteria above are met in full they should seek approval from the appropriate People &

Change Partner and relevant Chief Officer who will authorise the review of the job.

- 3.5** If the Line Manager (Grade 9 and above) does not agree that the change in the job fully meets all the criteria, they will specify the reason on the form and the form will be referred to the relevant Chief Officer for a determination. If the Chief Officer determines that the request for re-evaluation does not meet all of the criteria there will be no right of appeal. The employee/s will be advised accordingly and their request will not proceed any further. This decision is final.
- 3.6** The procedure is not intended, designed or available for cases where:
- The request relates to a claim of comparability with another post or employee (either within or out with the Council) or seeks to restore previous differentials or establish parity;
 - The basis for the claim is a residual or ongoing dissatisfaction with the outcome of the original job evaluation exercise or structural review;
 - The request is based on an individual's opinion as to what the job remit should be (and not supported by the manager).

The 3 Stages of submitting a request for re-evaluation form

Stage 1

If a manager and/or employee/s believes that there has been a **significant** and **permanent** change to a/their role since it was last evaluated they can submit a request for re-evaluation form. Where possible this should be done in conjunction with the appropriate line manager (Grade 9 and above). If this is not possible the request for re-evaluation form should be completed by the employee/s and submitted to your line manager (Grade 9 and above) including examples and any supporting documentation.

*All employees to be considered within the request for re-evaluation must be named within the form.

Stage 2

If it has not been possible for the manager (Grade 9 and above) and/or employee/s to complete the request for re-evaluation together, the manager (Grade 9 and above) will receive the request for re-evaluation form. They will have 21 days from receipt of the form to complete and submit. As above, stage 1 & 2 should be completed jointly by the manager and employee/s where possible and should include examples and any supporting documentation including an updated role profile outlining the change(s).

In most cases where there has been a **significant** and **permanent** change, the role profile should be updated by the line manager and should accompany the submission.

In some instances, the line manager may submit the request for re-evaluation because of significant and permanent changes to a role. This will be discussed with any employee(s) affected by the change prior to submission.

E.G. The SSSC stipulation that a post-holder is qualified to HND level in order to practice competently/safely. The current Role Profile states HNC as the essential criteria. The role profile should be updated to require a HND as the essential requirement. This should be done through discussion with the employee/s in the role and only in circumstances where the change is necessary. A request for re-evaluation should be submitted.

E.G A role has currently been assessed as having responsibility for employees and this is no longer a requirement. The role profile should be updated to reflect this change. This should be done through discussion with the employee/s in the role and a request for re-evaluation form should be submitted.

Stage 3

Managers (Grade 9 and above) should discuss all requests for re-evaluation with the appropriate People & Change Partner and Chief Officer to understand the organisational implication of any potential change. This is to ensure the SOM and Organisational Planning principles are applied. The Chief Officer will then sign and submit the completed request for re-evaluation form to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk.

Documentation

- 3.7 Where supported, the completed 'Re-evaluation Request Form' and Role Profile should be signed by the Chief Officer. Until the Chief Officer approves the form, the submission is not considered complete and will not be scheduled for evaluation.
- 3.8 Once completed, the 'Re-evaluation Request Form' including all supporting documentation will be submitted to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk for the post to be reviewed by the job analysts as part of the evaluation. It should be completed as fully as possible including the post title, the employee/s name/s and examples including any relevant documentation.

It is important to note that only the employees named within the request for re-evaluation request will have the outcome applied.

Submission

- 3.9 Requests for re-evaluation of jobs to take account of changes will be processed twice each year as follows:
- a. Submissions made before 31st March will be evaluated for approval, if necessary in the following July
 - b. Submissions made before 30th September will be evaluated for approval if necessary, in the following January.

Written acknowledgement of the submission of a completed proforma in support of a request for re-evaluation will be provided to the jobholder within 10 working days.

Evaluation

- 4.0 Re-evaluation requests will be evaluated in line with the procedure outlined from section 4.3 to section 4.9.
- 4.1 Employees submitting re-evaluation requests may be required to provide further clarification and/or attend meetings with the Job Analysts. Their Line Manager may also be required to provide further clarification and/or attend meetings.
- 4.2 Employees may also be required to provide further information or invited to attend meetings with Job Analysts for requests submitted by their Line Manager in relation to their job.

Approval

- 4.3 If the re-evaluation results in a change to the grade, the line manager must complete the online 'Establishment Change – Post Amendment' form to update the grade of the post on their establishment. The form will then proceed through the online approval route to the appropriate People and Change Partner, Finance Business Partner and finally the Chief Officer - People & Technology. An online Achieve form will also need to be completed to action the change for the employee – this should also be completed by the Line Manager.

Effective Date

- 4.4 The effective date of application of the revised grade will be the date of receipt of the submission of the completed and approved request form signed by the appropriate Chief Officer (see 3.7).
- 4.5 The employee will normally be placed on the first point of the new grade. Any deviation from this must be discussed with the Chief Officer

– People & Technology. Subject to their agreement and suitable rationale, placement may be escalated.

Right of Appeal

- 4.6 The manager and employee have the right to appeal the outcome of the re-evaluation, subject to 6.1.

4. EVALUATION OF NEW JOBS

Documentation

- 4.1 When a Service seeks to establish a new job as part of a structure review or new project, the Service (in consultation with their People and Change Partner and signed by the Chief Officer) must submit a New Post form including a copy of the role profile, including person specification and details as to the background of the post and why it is being created to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk for assessment in the first instance.
- 4.2 Strategic HR Job Analyst will either match to an existing outcome or provide an indicative outcome where a match has not been possible to the Chief Officer. The provisional outcome will be provided to allow the following information to be entered via the online 'Establishment Change – New Post' form to add the new post to the establishment.

Approval

- 4.3 When the request for an additional post in the establishment has been approved by the appropriate People and Change Partner, Finance Business Partner, Chief Officer and the Chief Officer - People & Technology, notification will be sent to Job Evaluation mailbox jobevaluation@west-dunbarton.gov.uk that the post requires to be evaluated.

Evaluation

- 4.4 Once the completed and approved documentation is submitted to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk, in the first instance a trained Strategic HR job analysts will assess if there is a potential match to an existing outcome as outlined in section 5 below. If there is no potential match, arrangements will be made to evaluate the post.
- 4.5 In circumstance when a match cannot be found, the Job Evaluation assessment will be carried out by a trained Strategic HR Job Analyst and two Job Analysts, where possible this will consist of a Trade Union Analyst and an independent Analyst both out-with the submitted post service to ensure there are no conflicts of interest. The Analysts may

require further information from the manager to complete the evaluation.

- 4.6 The national online job evaluation system (CoSLA Gauge 'Evaluator' software) will be used to undertake the evaluation along with submitted documentation and information obtained through discussion and/or correspondence with the manager.
- 4.7 The CoSLA Gauge 'Evaluator' software will measure the post in line with the responses given and a Job Overview Document and Factor Levels Listing will be generated.
- 4.8 No indication of an outcome will be provided until the evaluation has been subject to a consistency check.
- 4.9 A consistency check is carried out by Strategic HR to ensure that the evaluation is accurate and consistent with existing evaluated posts across the Council to avoid anomalies. The consistency check is carried out by reviewing the outcome in line with hierarchies, reporting lines, subordinates, equivalent and higher graded posts within the relevant structure and across the Council ensuring the SOM Principles and local Guidance are applied. Any consistency issues identified by Strategic HR will go back to the Strategic HR Job Analyst and two Job Analyst for agreement.
- 5.0 The Manager is provided with confirmation of the outcome in writing and provided with the relevant documentation.
- 5.1 If after 6 months or more of operation of the new post, it is felt that the demands of the post have not been captured accurately, a review will be considered by the Strategic People & Change Manager, or nominated People and Change Partner (as appropriate). Their decision is final.

5. MATCHING / CONSIDERATION OF ROLES AGAINST ROLES THAT ALREADY EXIST

- 5.1 The agreed Scottish Joint Council for Local Government Employees Job Evaluation Scheme and associated CoSLA Gauge 'Evaluator' software is used in conjunction with the agreed job evaluation process to provide job evaluation outcomes for all posts past and present within West Dunbartonshire Council. This has resulted in a number of agreed job evaluation outcomes within the Gauge system which have been subject to the full job evaluation process. Any approved submission for job evaluation should always be considered by Strategic HR for a possible match to an existing outcome.

This could be matching to a benchmark job, generic job and, in some circumstances, a unique job although this will be rare.

5.2 Matching to a benchmark job

Strategic HR can assess the potential match to either a previous role profile, or the Job Overview Document resulting from the benchmark outcome. This can be used as a basis for 'matching' other jobholders to a benchmark job.

5.3 Matching to a Generic Job

Strategic HR can assess the potential match to a generic outcome. The term 'generic' also applies to jobs that are broadly similar in terms of the nature of the work undertaken by a group of jobholders, but which vary in terms of the day to day detail of the tasks carried out by individual jobholders, for example, Clerical Assistant, Administrative Officer 'Generic evaluations' cover a range of similar jobs because the job evaluation scheme assesses the predominant demand under various factor headings and this is likely to be the same even though the tasks involved in specific jobs may vary.

5.4 Matching to a Unique Job

Strategic HR can assess the potential match to a unique outcome. Most unique jobs are just that, unique and will require an individual outcome however, posts like project officer or project manager which may be unique to the service yet are broadly similar in terms of nature of the work and predominant demands could be considered a match.

5.5 Assimilation

The assimilation of each individual jobholder to the Council's LGE Grading and Pay structure requires an evaluation outcome for their job. However, it will not be necessary for every individual jobholder to go through the whole evaluation process.

When job evaluation is requested for structure reviews, new posts, new projects, the removal of posts or changed roles Strategic HR will review all job evaluation outcomes above and below to ensure that the correct responsibilities are still reflective in terms of Nature, Frequency, Duration & Demand under the 13 factors. If it is identified that responsibilities have changed in any roles there will be further consultation with the appropriate Chief Officer in the first instance.

6. JOB EVALUATION APPEAL PROCEDURE

Grounds of Appeal

6.1 Employees and managers have a right of appeal against the outcome of the evaluation or re-evaluation on one or more of the following grounds:

- There is factual inaccuracy in either the inputs or the outputs of the evaluation process;
- The job evaluation process was not carried out in accordance with the Council's Job Evaluation procedure;
- There has been a misapplication of the factor definitions, levels and guidance of the Scottish Councils' Single Status Job Evaluation Scheme.

6.2 Appeals on the grounds of comparability with other jobs (either within the individual Council, other Councils or nationally) or appeals seeking to restore previous grading or pay differentials will be **inadmissible**.

Timescale

6.3 Appeals against the outcome of the evaluation or re-evaluation must be submitted to HR within 10 working days of the date of written notification of the evaluation outcome.

6.4 Receipt of submitted appeals should be acknowledged in writing within 10 working days.

6.5 The Council will endeavour to determine the outcome of Job Evaluation appeals within 3 calendar months.

Documentation

6.6 Appeals must be submitted on the 'Appeal against Evaluation/Re-evaluation Outcome' form and submitted along with all supporting documentation upon which the appeal relies.

6.7 Appeal submissions must identify the factors being appealed and detail the case under each of the relevant factor headings.

6.8 An appeal will be deemed inadmissible if:

- Is not in line with the grounds for appeal, detailed at 6.1;
- No evidence relevant to the factor(s) being appealed has been submitted;
- The evidence relates to increased volume of work rather than a change to the Factor Definitions and Scores; or
- The evidence is based on comparison with other employees; or

- The submission is based solely on wording directly lifted from the Job Evaluation Scheme.

Job Evaluation Appeal Panel Constitution

6.9 The Job Evaluation Appeal Panel will comprise of 3 Job Analysts: an independent analyst, a Trades Union analyst and an HR analyst. Where possible, none of these panel members should have been involved with the evaluation of the post and must be out with the submitting service.

Process

6.10 Individual appeal submissions must identify:

- The grounds of the appeal;
- The factor level assessments being appealed against;
- The appellant's case under each of the relevant factor headings;
- The views of the relevant line manager, and/or the next line manager as appropriate, in relation to the factual content of the job and the accuracy of the appellant's case.

6.11 Arrangements will be made for the written appeal submission to be considered by Strategic People & Change Manager or a nominated People and Change partner (as appropriate) and a trained Job Analyst without the presence of the individual or their manager in order to:

- Determine whether there are admissible grounds for the appeal;
- Identify any matters requiring further investigation or further information; and
- Identify any non-job evaluation issues out with the remit of the Job Evaluation process, for referral to the relevant People and Change Partner.

6.12 The considerations will focus on the Factors appealed but may also include other Factors referred to during the process.

6.13 The possible outcomes of this initial consideration are:

- That the appeal has not been substantiated and will be rejected or
- The appeal has been substantiated in full or in part and will be heard by a Job Evaluation Appeal Panel.

6.14 Employees or Managers will be advised of the outcome of the appeal, including reasons within 10 working days of the consideration meeting.

6.15 The decision is final; therefore, there is no further right of appeal.

- 6.16** Where it is determined that the case should be heard by a Job Evaluation Appeal Panel, the necessary arrangements will be made and the employee and their Line Manager will be advised.
- 6.17** Appellants may be accompanied to the Panel by their Trade Union representative if they so choose.
- 6.18** Appellants will have 10 minutes to present their case after which they may be questioned by members of the Panel for no more than 10 minutes.
- 6.19** Once the case has been presented, the Job Evaluation Appeal Panel will consider the information presented and re-evaluate in line with the procedure detailed from section 4.3 to section 4.9 of this procedure if applicable.
- 6.20** The appeal outcome will be decided upon by the Job Evaluation Appeal Panel from the following options:
- Upheld in full or part - the case was well founded in fact and supported by agreed evidence - an evaluation will be undertaken;
 - Rejected - the case was not well founded.
- 6.21** The manager and/or employee will be advised in writing after the Appeal Panel and, where requested, feedback will be given by the Chair of the Panel.
- 6.22** There is no further right of appeal after the Job Evaluation Appeal Panel.

Appendix 1

Glossary of Terms

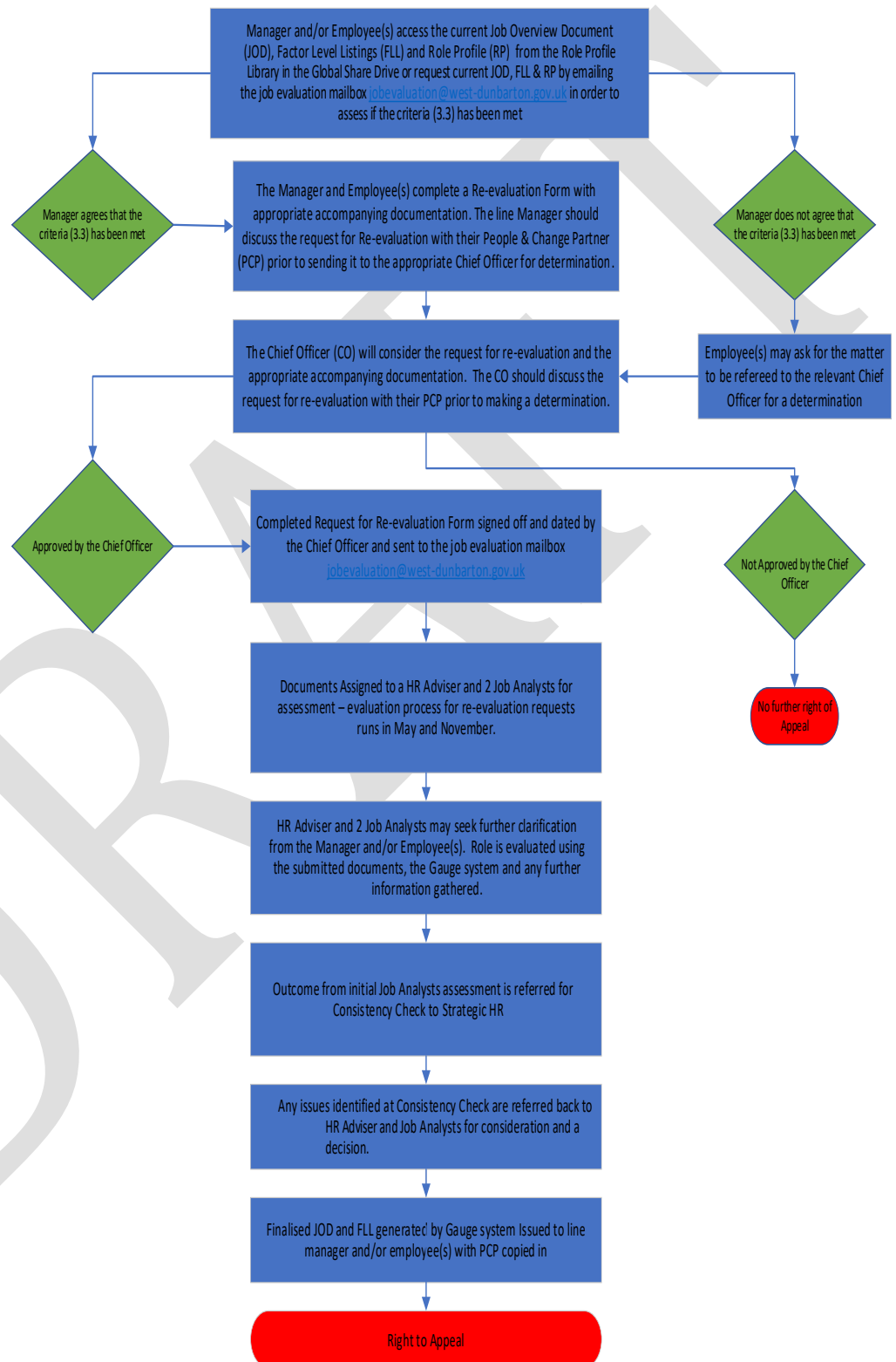
A number of terms are used within the Policy and Procedure and these terms are explained in detail below:

Job Evaluation	Robust, fair, open and transparent process of determining the value of a post using the SJC JE Scheme and achieving and maintaining grading structures which satisfy the principle of equal pay for work of equal value
Role Profile	A factual written account of the purpose, major tasks and main activities carried out by a post holder or a number of post holders.
Person Specification	An extension of the Role Profile. It is a profile of the ideal person for the job; listing the criteria necessary to do the job.
Job Overview Document	The computerised job evaluation system (CoSLA Gauge 'Evaluator' software) produces a Job Overview Document as a summary of the information captured during the evaluation process. This is different in style and content from job profiles and person specifications.
Job Evaluation	Process of systematically identifying the critical elements of the job, the necessary knowledge, skills, abilities and other personal characteristics required by the way of Job Profiles, Person Specifications, Job Evaluation Request Form and Interview to determine the evaluation outcome of the job using the SJC JE Scheme.
Job Analysts	Group of trained and impartial evaluators, comprising of independent trained council officers, trade unions and human resources who undertake the job evaluation process.
Job Evaluation Appeal Panel	Additional scrutiny applied where a manager or post holder(s) feels that the evaluation is incorrect. Panel comprises of independent trained council officers, trade unions and human resources
Benchmark Job	Benchmark jobs are those chosen in the initial part of a job evaluation exercise to form part of a representative sample of the whole job population, and are generally jobs undertaken by large numbers of jobholders, for example, Refuse Collector, Cleaner. Individuals considered as a potential 'match' to a benchmark job will generally be doing the same job as the benchmark jobholder.

Unique Jobs	Unique jobs, also referred to as 'singleton' posts, are those generally undertaken by only one single individual within the organisation as a whole, for example, Bio-chemist, Piano Tuner. It is therefore unlikely that any other individual jobholders can be 'matched' to these jobs.
Generic Job	Generic jobs are similar to benchmark jobs in that they are undertaken by more than one individual jobholder doing broadly similar work, but they did not form part of the benchmark sample of jobs. In such cases, this group of jobs may be referred to as a 'secondary' benchmark, because they are undertaken by smaller groups of jobholders doing exactly the same job and it is therefore possible to 'match' other individuals to the job undertaken by the jobholder who goes through the evaluation process, for example, Switchboard Operator, Dog Warden.
Matching	It is not necessary for every individual post holder to go through the job evaluation process. A post can be matched to an existing job evaluation out which has been agreed and has subject to the whole job evaluation process. These are posts which are broadly similar in terms of the nature of the work undertaken by a group of post holders, but vary in terms of the day to day detail of the tasks carried out by individual post holders, for example, Clerical Assistant, Administrative Officer. In these cases it is possible to produce a benchmark or generic evaluation covering a range of similar jobs because the job evaluation scheme assesses the predominant demand under various factor headings and this is likely to be the same even although the tasks involved in specific posts may vary.

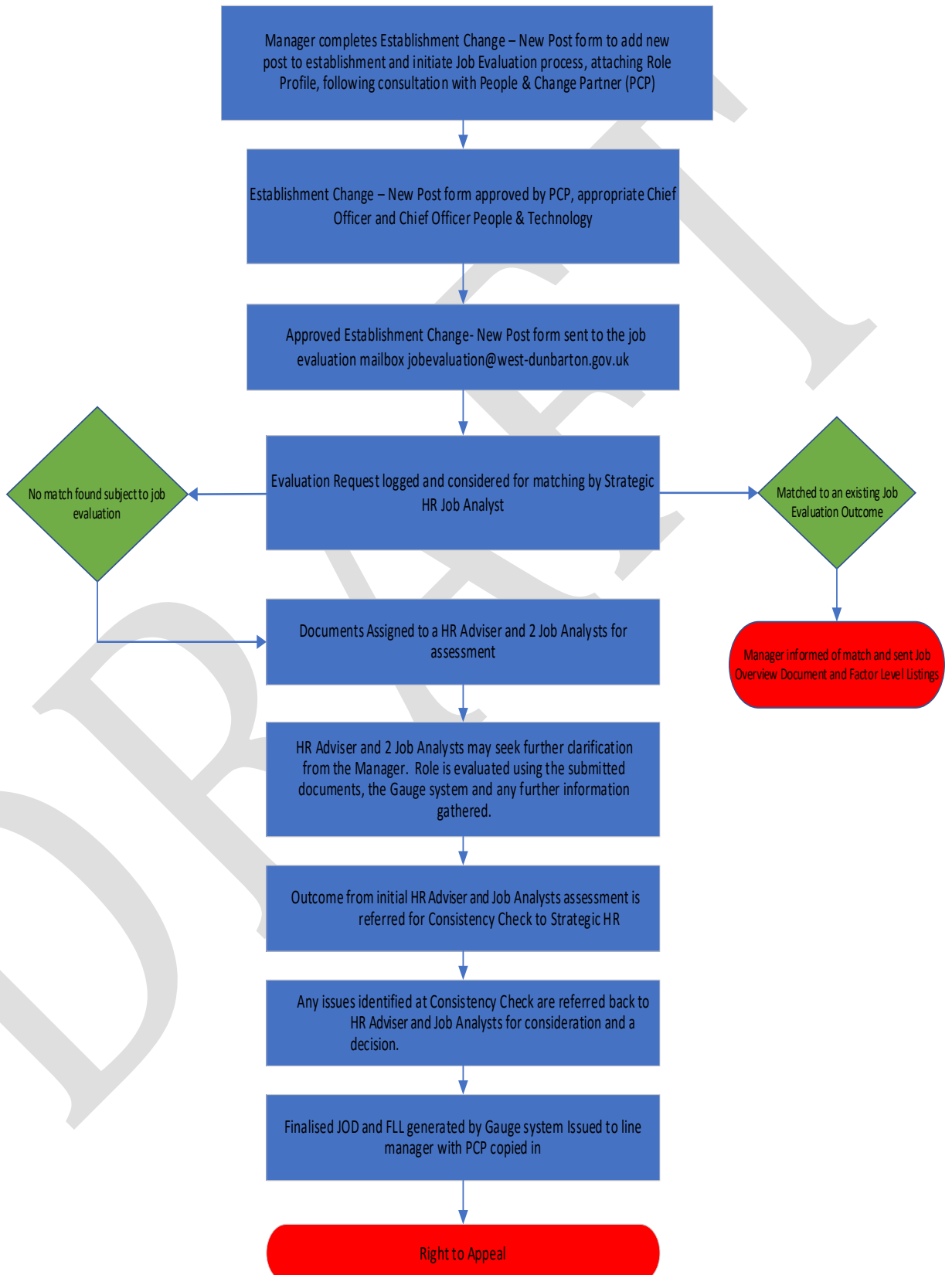
Appendix 2

Re-evaluation of Changed Jobs



Appendix 3

Evaluation of New Jobs

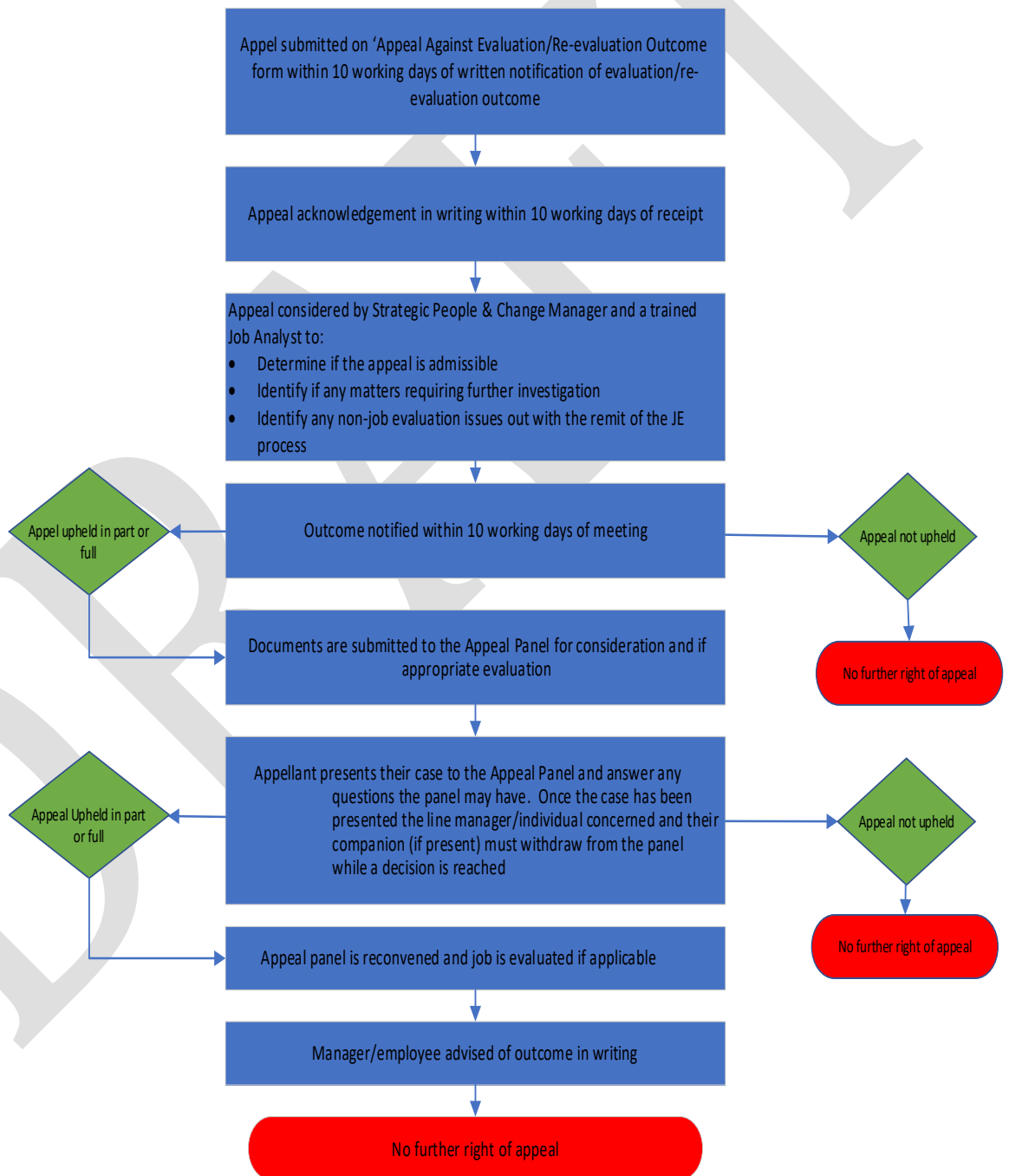


Appendix 4

Job Evaluation Appeal Procedure

Appeal to be submitted within 10 working days of the date when the manager/employee was informed of the evaluation outcome. Appeal needs to detail the grounds of appeal. The grounds of appeal need to one or more of the following

- There is factual inaccuracy in either of the inputs or outputs of the evaluation process
- The job evaluation process was not carried out in accordance with Council's procedure
- There has been a misapplication of the factor definitions, levels and guidance of the SJC JE Scheme



Appendix 5

JOB EVALUATION SCHEME AND ITS APPLICATION

1. The Council has evaluated local government employees' jobs using the Scottish Joint Councils' Job Evaluation Scheme. The Scheme measures the size of each job relative to others by identifying the main elements of the job and establishing the appropriate rank order of jobs.

Gathering Information

2. The quality of information gathered about jobs is central to the success and credibility of the job evaluation process. Information is collated from a number of sources throughout the evaluation process:
 - Completion of a Job Profile and Person Specification
 - Completion of a Job Evaluation Request Form
 - Discussion with trained Job Analysts
 - Answering a computerised question stream (CoSLA Gauge 'Evaluator' software)
 - Verification of the Job Overview Document that is produced by the CoSLA Gauge 'Evaluator' software
3. These documents provide evidence in terms of the facts and decisions and will ensure a consistent approach is taken across all the jobs that are evaluated.

Job Overview Document

4. The Job Overview Document produced by the CoSLA Gauge 'Evaluator' software shows analytical information about the nature, degree, frequency and duration of job demands set out under the factor headings of the job evaluation scheme. It will not include any scoring information.
5. The Job Overview Document is very different in style and content from Job Profiles. The information provided under the factor headings is more analytical and relates directly to the definitions of demand contained within the Scheme. Some of the examples given may not be directly relevant to the job to which the Job Overview Document relates as they were designed to reflect the whole job population of the Council.
6. Consistency and objectivity are central to effective evaluation and Job Analysts should:
 - Restrict their discussions to the facts of the job as presented in the submission documents and during the discussion with either the manager or employee and their representative, and avoid making assumptions about the job.

- Ensure all job demands are fully considered.
- Ensure that there is no double counting of job demands under more than one factor heading.

Job Evaluation Scheme Factors

7. The Scottish Joint Councils' Job Evaluation Scheme will be used. This has 13 factors which look at the nature, degree, frequency and duration of job demands. An overview of the 13 factors is detailed below:

7.1 Working Environment – This factor considers the **predominant** physical environment in which the job is carried out.

All aspects of the physical environmental working conditions in which the job is undertaken are considered, including dirt, smells and noise resulting from both the physical environment and contact or work with people.

The factor has five levels, from “unpleasant” to “very hazardous”. The emphasis is on the degree of unpleasantness or discomfort encountered, which is affected by the frequency, intensity and duration of exposure to particular conditions. Health and Safety regulations and requirements are assumed to be met by both the employer and employee.

7.2 Physical Co-ordination – This factor considers the **predominant** demand for physical skills and co-ordination required to do the job in the course of **normal working**.

Manual or finger dexterity, Hand-eye coordination, Coordination of limbs, Use of senses for example in the operation of hand tools and other equipment. This factor takes into account the skills required and the demands arising from the need to achieve specified standards of speed and precision.

7.3 Physical Effort – This factor considers the type, amount, continually and frequency of the physical effort required to do the job. It covers stamina as well as strength.

This factor covers all forms of physical effort required in the course of normal working, for example standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; or for sitting, standing or working in a constrained position.

The factor takes account of the **greatest** demands on the post holder in terms of the nature and degree of physical effort required, and the other **main** demands in terms of the frequency and duration of the physical effort required to do the job.

7.4 Mental Skills – This factor considers the **predominant** thinking requirement in the job.

This factor considers the range of thinking activities and mental skills required for the job, from choosing between options, through planning or scheduling to exercising judgement or creativity. It includes problem solving, options appraisals, creativity and design, innovation, imaginative and development skills, analytical and strategic thinking, research, planning, and the ability to conceptualise.

The factor takes into account the predominant nature and complexity of the mental tasks undertaken.

7.5 Concentration – This factor considers the nature and degree of the **highest** level of concentration required in the course of **normal working** and the duration of requirement.

This factor covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions or the need to switch between varied tasks or activities; and other forms of work-related pressure, for example, arising from simultaneous/conflicting work demands or deadlines.

7.6 Communication Skills – This factor considers the most demanding requirement for spoken and written communication in the course of normal working.

This factor covers the nature of oral, sign, linguistic and written communication skills such as informing, exchanging information, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating and advocacy.

The factor takes into account the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience. This factor considers communication with others, not with the post holder's own colleagues or team.

7.7 Dealing with Relationships – This factor considers the demands on the post holder arising from the circumstances and/or behaviour of those they come into contact with as an integral part of normal working.

This factor covers the interpersonal skills needed to deal with and/or care for other people (excluding the post holder's immediate work colleagues) who are upset, unwell, difficult,

angry, frail, confused, have special needs, are at risk of abuse, are terminally ill or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

The factor takes account of the extent of dealing with such contacts in the course of normal working, and the frequency and duration of the contact.

7.8 Responsibility for Employees – This factor considers the **predominant** responsibility of the post holder for the supervision, co-ordination or management of employees, or equivalent others.

This factor covers the responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the post holder contributes to the overall responsibility for employees.

7.9 Responsibility for Services to Others – This factor considers the **predominant** post holder's responsibility to others in terms of the quality and delivery of service provision.

This factor covers responsibility for the provision of physical, mental, social, economic, business and environmental services, including health and safety. This includes services to individuals or groups such as internal or external clients, service users and recipients, customers, contractors and members of the public.

The factor takes account of the nature of the responsibility and the extent of the post holder's impact on individuals or groups' for example providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes.

7.10 Responsibility for Financial Resources – This factor considers the post holder's **predominant** responsibility for financial resources.

This factor covers responsibility for cash, vouchers, cheques, debits and credits, invoices and responsibility for the range of budgetary activities – including project, expenditure and income budgets, income generation and the generation of savings, assessments of risk/grants, loans/investments.

The factor takes account of the nature of the responsibility, for example accuracy, processing, checking, safekeeping, security, authorising, monitoring, accounting, auditing, budgeting, estimating, business and financial planning, control and long term development of financial resources. It also takes into account the need to ensure economy, efficiency and effectiveness in the use of financial resources, and the need to ensure financial probity.

The factor also takes into account the extent to which the post holder contributes to the overall responsibility, rather than just the value, of the financial resources.

7.11 Responsibility for Physical and Information Resources – This factor considers the post holder's **primary** and **secondary** responsibilities for the Council's physical and information resources.

This factor covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, manual or computerised information used in the normal course of working. It also covers responsibility for offices, buildings, fixtures and fittings, Council databases, information systems and records, land and construction works.

The factor also takes into account the nature of the post holder's **primary** responsibility for resources and any **secondary** responsibility, for example safekeeping, confidentiality and security, deployment and control, maintenance and repair, requisition and purchasing, planning, organising, or design and long term development of physical or information resources.

The factor also takes into account the degree to which the post holder contributes to the overall responsibility, and the value, of the resource.

7.12 Initiative and Independence – This factor considers the post holder's **predominant** scope to exercise initiative and the extent to which they have freedom to act.

This factor takes account of the **predominant** nature and degree of supervision and guidance of the post holder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

The factor takes into account the problems which the post holder must deal with in the course of normal working, the decisions which the post holder is able to take and the extent to which advice and guidance is available.

7.13 Knowledge – considers what the job holder needs to know to do the job.

This factor covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

The factor takes into account the breadth, and complexity of knowledge required, and the depth of understanding needed. It considers the **minimum** qualifications or experience which will typically be needed to do the job, but does not take into account qualifications specified as a recruitment criteria to fill the post. These minimum qualifications and experience will therefore not necessarily be those held by any individual post holder.

Note

*It is important to note that factors 8 Responsibility for Employees, 9 Responsibility for Service to Others, 10 Responsibility Financial Resources, 11 Responsibility for Physical & Information Resources and 12 Initiative & Independence are all responsibility factors and the following applies.

**Job Analysts should take care to set the jobholder's responsibility in context and ensure they understand its place in the organisational hierarchy; and can therefore assess the job's responsibilities in relation to those of the immediate line manager, senior management, Chief Officer etc but also in relation to the responsibilities of colleagues and subordinates.*