



Human Resources Department

JOB EVALUATION

Policy statement and protocol

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Signed :	Chief Executive and Employee Director

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Introduction

The Job Evaluation Policy and Procedure has been developed and agreed in partnership to establish a local mechanism that conforms to the requirements of the NHS Job Evaluation Handbook and ensures a consistent approach to dealing with requests for the review and where appropriate amendment of pay bands for individual or collective posts.

Principles

The following are the general principles applicable to the management of job evaluation reviews:

- ⊕ NHS Borders is required by law to deliver equal pay for work of equal value for all employees. It is emphasised that the pay banding assessment will be based on consideration of the post and its requirements, not on the post-holder or any particular skills, qualifications or experience that they may possess
- ⊕ Job Evaluation review decisions must be recognised to contain potential implications for other employees or groups within an organisation, and potentially against an even wider local or national setting. Hence review panel recommendations will be considered by the Head of Human Resources in order to ensure such implications are recognised and acted upon
- ⊕ The process of job evaluation reviews requires appropriately skilled and trained employees in a number of phases. It is the Human Resources Department's responsibility to maintain a list of staff with the necessary training and experience to support the evaluation process being used
- ⊕ The numbers of appropriately trained and experienced personnel required by the organisation to provide support to employees and participate in evaluation / pay banding reviews must be reviewed annually and agreed by the Area Partnership Forum
- ⊕ At every stage of the process the employee has the right to appropriate representation and advice

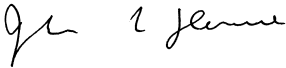
Scope

This policy and procedure apply to all staff within the remit of the Agenda for Change Terms and Conditions of Service. For information on the job evaluation process for those staff employed within the remit of the Doctors and Dentists Review Body, or the Executive / Senior Managers Cohort arrangements, please contact the Human Resources Department.

This procedure applies in the following circumstances:

- ⊕ Where, a post-holder believes that they have evidence that their job has changed significantly since the effective date of assimilation onto an Agenda for Change pay band, which would justify re-assessment of the job to reflect the changes

- ⊕ As part of an Organisational Change process
- ⊕ Where a manager requires a new role to be established following a review of a vacancy within their department to meet changing work demands



Chief Executive



Employee Director

Job evaluation protocol

1 Re-assessing the pay band of existing posts

Where a jobholder believes that they have evidence to support the view that their job has changed significantly since the effective date of assimilation onto an Agenda for Change pay band, which would justify re-assessment of the job to reflect the changes they should raise this request with their immediate manager.

There are two possible outcomes to this discussion:

- a) The jobholder and manager may agree that some of the jobholder's current duties are not requirements of the post. In this case, the manager and jobholder should work together with HR and the jobholder's representative (where appropriate) to realign the duties of the post within the original scope and pay band of the job. In this case, the post does not need to be considered by a job matching/evaluation panel. If there is any disagreement around this, the jobholder may choose to raise a grievance in line with NHS Borders Grievance Policy
- b) The jobholder and manager may agree that:
- The jobholder's current duties are all required for the post; and
 - Not all of these duties are reflected in the current job description

In this case, the following should happen before further action is taken: managers should consider the implications of a re-banding and must ensure that sufficient funding is available to cover the potential re-banding – this should be discussed with their senior manager. Managers should also consider if this will have a knock on effect to other roles. HR advice should be sought if there is any doubt. If funding is not available then the conversation should revert to 1a.

In the case where funding is available: the post can be progressed for consideration by a job matching/evaluation panel. This is done by completing the job description template in **Appendix 1** and a Job Evaluation Authorisation Form (**Appendix 2**).

A revised job description must be agreed and signed off by the jobholder and their manager. The member of staff may be assisted by their staff side representative in this process, additionally/alternatively both the manager and/or jobholder can request assistance from individuals trained in the NHS Job Evaluation Scheme in developing and agreeing the revised job description through the HR Department. The agreed job description should then be submitted to the HR Department to enable job matching to be arranged.

If no agreement can be reached on the job contents, the manager and/or jobholder should contact their designated HR Manager to discuss the situation. Following this discussion, where there is still no agreement, the jobholder may choose to raise a grievance in line with NHS Borders Grievance Policy.

The process for job matching / evaluation for existing posts is detailed in **Appendix 3**.

An existing job description may not be re-submitted for evaluation within 12 months of the previous evaluation unless there has been a significant change to the duties and responsibilities of the post, and the jobholder, line manager and the Head of Human Resources agree that an exception can be justified.

2 Re-assessing pay bands following planned changes to jobs

Occasionally a manager may wish to introduce a change or changes to one or more jobs within a department to meet changing work demands. When changing job content, the manager should contact their designated HR Manager in order to assess whether the proposed changes come under NHS Borders Organisational Change Policy.

3 Job matching/evaluation process

NHS Borders has a pool of staff trained in Job Evaluation, and each Matching and/or Evaluation Panel will consist of two trained managers and two trained staff representatives. No member of a panel will consider their own job or the job of an immediate colleague.

A Job Matching Panel will attempt to match job descriptions to a National Profile - these have been developed to support job evaluation and are based on commonly occurring healthcare and non-healthcare jobs within the health service. A complete list of the current national profiles can be found on the Department of Health Website.

To decide on the appropriate banding for the post, the Job Matching Panel will attempt to match the job description against a national profile by comparing the role and responsibilities of the job on a factor-by-factor basis. The Job Matching Panel may contact the jobholder, their representative (where requested) and the manager or head of service to clarify points within the job description.

The job matching process allows for small variations between the local job description and the national profile in terms of duties, responsibilities or other demands.

Sometimes, the Job Matching Panel cannot match local jobs to a national profile. In this case, the jobholder and manager will be informed. More detailed information is then required to allow the post to be evaluated by a Job Evaluation Panel. This process is more time consuming than the Job Matching Process, and it is important to be certain that it is necessary before embarking on this route. The jobholder will be asked to prepare a Job Analysis Questionnaire (JAQ), this requires significant job information and must be signed off by the manager. Trained Job Analysts will provide support to the jobholder and manager in the preparation of the JAQ. The formal Job Evaluation Process and guidance for completing JAQs is detailed in **Appendix 4**.

4 Outcome scenarios of existing / revised jobs

The outcome of a request for job evaluation will be one of the following:

- a) Confirmation that the pay band applicable to the revised job description is the same as the pay band previously applied

In this situation the outcome will be confirmed to the jobholder who will continue on the existing salary arrangements.

- b) Confirmation of a new pay band for the revised job description that is higher than the previous pay band

In this situation the higher pay band will be applied to the post from the date that the newly matched/evaluated job description was signed off as accurate. The salary position of the jobholder will be revised in line with the Agenda for Change terms and conditions on movement to a higher pay band.

- c) Confirmation of a new pay band for the revised job description that is lower than the previous pay band

It is possible, although unlikely, that the revised job description will be matched/evaluated to a lower pay band e.g. where the post has reduced responsibilities and job demands following re-organisation of work within a department. In this situation, the normal Organisational Change protection arrangements will apply to the job holder from the date the job description was signed off as accurate - additional responsibilities will be added by agreement and at appropriate points in order to reflect the pay band of the substantive band.

5 Review of job matching / evaluation outcomes

Where a job holder is unhappy with a job matching or evaluation outcome, they may request a review of the outcome in accordance with the NHS Job Evaluation Handbook.

Any employee wishing to request a review is required to submit this in writing to the Head of HR within **three months** of receiving notification of the job matching/evaluation outcome. This request should be lodged by completing the standard Request for a Job Evaluation Review form within **Appendix 5**.

Prior to submitting a review request it is recommended that the employee discuss their review with someone trained in job matching/evaluation. Where the employee does not know someone trained in job matching/evaluation they should contact either the Human Resources Department or the Partnership Office. The purpose of this discussion is to resolve any dispute arising from a misunderstanding of the Job Evaluation process. This discussion will be used to clarify the matching or evaluation outcome, identify whether or not a case for review exists and provide guidance on what steps the jobholder can take.

The possible outcomes from this discussion are:

- a) The jobholder withdraws their review request because they now understand and accept the original outcome. There must however be no pressure on the job holder(s) to withdraw review requests, even if they appear to be unfounded
- b) The employee is able to focus on the appropriate factors within the national profile used that may be relevant to a review

It is recommended that this discussion takes place prior to submitting the Job Evaluation Request for Review Form or an amended Job Analysis Questionnaire

A Panel will review the matching/evaluation of the post and can:

- ⊕ Confirm the same match or evaluation outcome
- ⊕ Change some of the levels matched by the original panel (which may result in the determination of a higher or lower pay band)
- ⊕ Match the job description to a different national profile (which may result in the determination of a higher or lower pay band)
- ⊕ Or, exceptionally, refer a previously matched job description for Job Evaluation. This would require a JAQ to be completed for the post

After the review panel has reached its decision there is no opportunity for a further review in relation to the matching or evaluation outcome (even if the post was referred to a JAQ). Should an employee feel however that the Job Evaluation **process** was not followed or applied correctly; he/she has the right to use NHS Borders Grievance policy to seek redress. If such a grievance is upheld a potential remedy may be to refer the post to a new matching or evaluation panel. The Grievance Policy should not be used to dispute the matching/evaluation **outcome** as those hearing a grievance may not be trained in job matching or evaluation.

The job description may not be re-submitted for matching for at least 1 year unless there has been a significant change to the duties and responsibilities of the post, and the jobholder, line manager and the Head of Human Resources specifically agree to this.

6 Assessment of the banding of new jobs

Managers are recommended to regularly review their post files in line with changing service demands. This can lead to the identification of the need for new jobs to be established i.e. a job that did not previously exist within the same or other locality. Application of NHS Borders Job Evaluation Policy will ensure that the grading of new jobs is consistent with that of established posts and that pay banding can be assigned with the minimum of delay so as to avoid unnecessary deferment of recruitment processes.

Before a manager develops a new job description, discussions should take place with HR to explore existing job descriptions as follows:

- ⊕ Existing posts - if the new post can be shown to be a direct match to a current or vacant NHS Borders post for which the band is known then this should be agreed
- ⊕ Generic Posts - it may support business needs to appoint to a generic job description where the band is known in order to provide flexibility in the development of a new role(s)

Where an existing job description is not the solution, the manager can:

- ⊕ Request assistance to identify national profiles at the appropriate level/pay band as a pre-cursor to writing a job description
- ⊕ Identify appropriate job descriptions for similar roles in other NHS Boards (although the banding would need to be checked locally)
- ⊕ Develop a new Job Description - the proposed new job description will need be matched or evaluated in order that a pay band can be determined for recruitment purposes

During the drafting process, where appropriate, the manager may requested feedback from the Job Evaluation and Partnership Leads. The line manager of the post and the relevant Director or General Manager must sign off this job description as being an accurate reflection of the role expected.

To enable a Job Matching Panel to carry out a desktop exercise the manager is required to submit a job description for the proposed new role to the HR Department. The Head of HR will arrange for this job description to be submitted to the next available Job Matching Panel whose membership would not have previously been involved with the post.

Before finalising the desktop matching outcome for the new job, the panel will check this against existing job matching / evaluation profiles to ensure consistency with established evaluation standards within NHS Borders.

Where a manager believes that the outcome of the desktop matching is not reflective of the level of post, they are advised to discuss this with the Head of HR.

Once a jobholder has been in a new post for a minimum period of six months the jobholder and line manager will reconsider the job description in light of the practical operation of the post. If there is agreement that the actual duties are significantly different to those in the job description, the jobholder and line manager will review the job description and sign off the job description in the normal way. This will be submitted to the HR Department who will arrange for the post to be re-matched.

Where a post cannot be matched to a national profile, the job holder will be required to prepare a Job Analysis Questionnaire to enable the post to be evaluated.

It is the responsibility of the Head of Human Resources to decide if the new job(s) are likely to become commonly occurring across the health service. Where this is the case, and there are no suitable published national profiles, the job evaluation outcome will be

provided to the NHS Staff Council for consideration as to whether a national profile should be produced. If a national profile is subsequently agreed at a different pay band from the initial local evaluation, a further job evaluation panel will determine whether the pay banding for the individual(s) concerned will need to be retrospectively adjusted.

7 Outcome scenarios of new jobs

The outcome of the local matching or evaluation processes will be one of the following:

- a) Confirmation of the provisional pay band as the substantive pay band for the post

In this situation the outcome will be confirmed to the job holder who will continue on the salary arrangements to which they were appointed.

- b) A substantive pay band for the post that is higher than the provisional pay band

In this situation the higher pay band will be applied to the post from its inception, and the salary position of the jobholder reviewed on the basis of being placed straight into the pay band from the date of appointment. This review will be undertaken by the manager in association with HR, and will be conducted on the basis of deciding the salary that would have been offered at the outset if the substantive pay band of the post had been known at the time. This means therefore that the substantive starting salary need not necessarily be any higher than that originally agreed if incremental credit had been given for previous service or relevant experience. It will not however be acceptable for the revised starting salary to be any less.

- c) A substantive pay band for the post that is lower than the provisional pay band

In this situation the lower substantive pay band will apply to the post from the date of its inception. However, as the jobholder will have been recruited and appointed in good faith to the higher pay band, then he/she will receive protection of the salary paid in the provisional pay band on a 'mark time' basis until that salary is overtaken by that to which the jobholder would be entitled in the correct pay band for the post. This provision is subject to review in the light of any national policy position that is established on protection subsequent to the agreement of this local protocol.

8 Communication of matching / evaluation outcomes

The outcomes of Job Matching and/or Evaluation Panels are confidential and panel members should not disclose the outcome of panel decisions. NHS Borders will also not disclose the names of the panel members who have undertaken matching for particular posts. It is the responsibility of the Head of HR to communicate the job matching/evaluation outcomes to the relevant line manager. Along with this outcome, the line manager will receive a copy of the matched job report, and where appropriate a copy of the national profile used. This information will be supplied to the line manager within 5 working days of the panel.

The line manager is responsible for forwarding these documents to the employee(s) within 5 days of receipt of this information, and for completion of the notification of change form

to be forwarded to the Payroll Department to action any change to the job holder's pay band.

9 Financial costs

It is the responsibility of the manager of the department/service to meet all additional financial costs associated with this policy and protocol, in relation to increased salaries.

For this reason, managers should be aware of the possibility of job 'drift' (a series of small incremental changes to job requirements over a period of time), ensuring any changes to posts are requirements of the post.

10 Joint posts

To enable the provision of joint services it is accepted that certain posts should be open to both NHS and Local Authority staff, and this policy is required to provide a local mechanism to deal with requests for the pay banding of posts which were previously held by Scottish Borders Council.

A post may need to be graded by both NHS Borders and Scottish Borders Council if:

- ⊕ The post is jointly funded by all relevant partner organisations
- ⊕ The post is accountable to all relevant partner organisations
- ⊕ The priorities of the jobholder are normally agreed with all relevant partner organisations

Managers are recommended to speak to an HR Manager when they are looking to establish the band of a new joint post

11 Summary of roles and responsibilities

The responsibility of all employees is to:

- ⊕ Be aware of and follow the procedure for raising job evaluation or banding issues - each staff member (jobholder) has the right to do this if s/he feels that their job description has substantially evolved since being appointed to the post

The responsibilities of every Line Manager in NHS Borders are to:

- ⊕ Manage job evaluation and pay banding issues when they arise by following the Job Evaluation Policy and Protocol
- ⊕ Be aware of the possibility of job 'drift', and ensure any changes to the role and responsibilities of jobholders are requirements of the job
- ⊕ Communicate the outcome of a request to re-assess the pay band of an existing post with the job holder within 5 days of receiving the notification from the Head of HR

The responsibilities of the Head of HR are to:

- ⊕ Take responsibility for co-ordinating the job evaluation panels, and ensuring there is sufficient numbers of staff trained in job evaluation
- ⊕ Communicate the result of the job matching/evaluation panel within 5 days of the panel's outcome

The responsibility of all Staff Side Representatives is to:

- ⊕ Familiarise themselves fully with this policy and protocol.

The responsibilities of the Job Evaluation panel are to:

- ⊕ Consistently apply the training received in deciding the correct pay band for posts submitted for consideration

The responsibilities of the Trained Job Matchers / Analysts / Evaluators are to:

- ⊕ Support staff and managers in the preparation of job descriptions, and provide general advice on the process where requested

The responsibility of Training and Professional development is to:

- ⊕ Develop the skills of managers and staff representatives to allow this policy and protocol to be put into practice effectively

APPENDIX 1

Job Description Template and Guidance Notes

JOB DESCRIPTION TEMPLATE AND GUIDANCE NOTES

1. JOB DETAILS

Job Title: Insert job title for this job

Responsible to: Insert job title for line manager's job

Department & Base: Insert department and base where postholder will be based

Date this JD written/updated: Insert date (month and year) you wrote this job description

2. JOB PURPOSE

This should provide an accurate, concise statement in one sentence or paragraph of why the job exists. It should allow readers to immediately focus on the job's overall role in the organisation.

It is best to write the remainder of the job description first in order to develop an overall view of it, and then come back to this section to complete it, using the insights gained from the rest of the job description to clarify thoughts on the job's overall purpose.

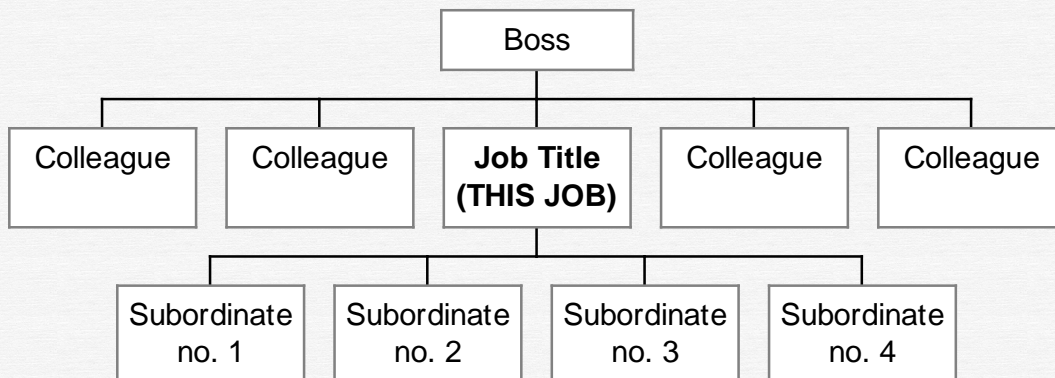
3. ORGANISATIONAL POSITION

The purpose of this section is to establish how the job fits into the rest of the organisation. It should be clear to whom the post holder is responsible and whether they have any other key lines of accountability, e.g. to a professional head.

Please therefore record:

- a) the immediate line managers job
- b) job titles of colleagues reporting to the same boss
- c) job reporting directly to the post holder

It is usually best to draw the chart with the immediate line manager in the centre at the top, the job in question immediately below with peers on either side. Subordinate jobs should then be shown below. The example below gives a useful style, and can be edited for use. The names of individual postholders should not be shown on the chart, just job titles.



It is occasionally more convenient to attach a separate sheet with the structure chart, rather

than having to incorporate it in the body of the job description. To do this, simply write “organisation chart attached” in this section.

If there are any unusual organisational relationships that need to be explained or emphasised, this should also be done in this section.

4. SCOPE AND RANGE

This should provide an insight into the job and the context within which it works. It is not necessary or helpful to include a long list of statistics that relate to the job, but the section should provide core information along the lines indicated below.

For managerial and supervisory jobs:

- a) capital and revenue budgets – when quoting figures, it is important to show only figures on which jobholders’ activities have some impact, detailing the nature of this impact;
- b) staff numbers – show the total number of subordinates who report to the job whether direct or through intermediate supervisors/managers. It is helpful to have a breakdown of grade, group and/or function for those jobs where large numbers of staff are involved;
- c) other statistics – total annual payroll for staff reporting to the job may be helpful, as may a number of other statistics. This should, however, be restricted to those that are strictly relevant to the job.

For non-supervisory and non-managerial jobs:

Any information which helps understanding of the range and scope of the job and/or the department in which it works should be included (eg provides housekeeping service to three wards, number of invoices processed per month, number of admissions processed per week, etc)

5. MAIN DUTIES/RESPONSIBILITIES

This is the most important part of the job description and should contain a summary of the main duties and responsibilities of the job. Ideally, there should be 10-12 of these in total, and certainly no more than 15. For managerial and other senior positions this is best expressed in terms of the key results or outputs of the job, rather than a long and detailed list of tasks. For other posts, it is acceptable to set out the actual duties.

There is no one right way of completing this section for every job, but the aim should be to emphasise what responsibilities and duties are expected of the job. The statement is usually constructed in a way that indicates how the activity links to the desired output, as follows:

What is done...	To what / whom...	With what outcome...
Prepare, monitor and control	The annual department budget	To ensure expenditure is in line with the Business Plan.

Where it is a clear job requirement to periodically take charge of a work section, ward or

department, the details of that requirement should be described, including the regularity and frequency.

6. SYSTEMS AND EQUIPMENT

This section should describe any machinery and/or equipment used in the job, or to which the job otherwise relates (eg for maintenance). This could range from sophisticated medical equipment, to computers, to domestic cleaning machinery. Where not obvious, a brief description should be given of the use of the equipment in the job. Any computer software packages used in the job should also be described here.

This section should also describe any systems that the post works with or contributes to, for example in relation to information management. This may range from keeping simple manual records to working with complex computer databases. The nature of the job's role in relation to the system should be described (e.g. security, processing and generating information; creation, updating and maintenance of information databases or systems) and the degree to which it is shared with others. An example for a manager might be completion of timesheets and forwarding them to the salaries department.

7. DECISIONS AND JUDGEMENTS

Most jobs operate within defined procedures, plans, budgets, programmes, etc. In some jobs the day to day work is very clearly assigned by a manager or supervisor, whereas in other cases, particularly in professional and managerial jobs, the jobholder is expected to anticipate problems or needs and get on with resolving them without being asked, eg developing managerial policies and procedures, patient diagnosis or planning care. However, even many task-focused jobs will still have some degree of discretion. For example, this may simply be the order in which tasks are carried out.

So in this section, please describe:

- The frequency and nature of supervision of the job
- The areas of discretion
- Typical judgements made in the course of the job

8. COMMUNICATIONS AND RELATIONSHIPS

This section should specify the various types of people, either inside or outside the organisation, that the jobholder needs to have contact with (excluding immediate boss and subordinates). Examples may include patients, visitors, clients, and work colleagues in other departments or organisations. It is important that there is an explanation of the type of communication and its purpose, and explain why there is a need to maintain such contacts.

This section should also be used to describe any emotionally demanding aspects of the job. For example, information on whether there is a requirement for the post holder to motivate, negotiate, persuade, make presentations, train others, empathise, communicate unpleasant news sensitively or provide counselling and reassurance.

9. PHYSICAL DEMANDS OF THE JOB

This section should describe the nature, level, frequency and duration of the physical effort (sustained effort at a similar level or sudden explosive effort) required for the job. It takes account of any circumstances that may affect the degree of effort required, such as working in an awkward position or confined space.

The physical skills required in the job should also be described (eg requirements for speed and accuracy, keyboard and driving skills, manual handling skills etc).

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

This section is intended to give a 'feel' for the most challenging or difficult aspects of the job. The purpose of the question is to elicit information about the issues that confront the jobholder and tax his or her skills to the most. There should not normally be more than one or two of these.

For some jobs it may seem that there are no difficult aspects, and if that is the view of the jobholder, it will be sufficient to say "not relevant" in this section. However, it should be borne in mind that degrees of difficulty or complexity are relative to the nature of the job, and most will have some tasks, duties or responsibilities that are felt to be more complex/difficult/challenging than the rest, and it is helpful to be aware of what these are. This may include times when the job has reduced access to supervision or support such as when assigned to take charge of the department, or during standby or on-call duty.

11. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

This section is intended to identify the training, qualifications and/or experience required for standard acceptable performance in the job.

This includes theoretical and practical knowledge; professional; specialist or technical knowledge; and knowledge of the policies, practices and procedures associated with the job. It takes account of the educational level normally expected as well as equivalent levels of knowledge gained without undertaking formal courses of study; and the practical experience required to fulfil the job responsibilities satisfactorily.

The temptation should be avoided to make generalised statements such as, e.g. "requires extensive experience" as this simply begs another question – what does extensive mean and what sort of experience is required?

It is imperative to differentiate between the knowledge, skills and experience which the job needs the jobholder to have for it to be done effectively (which is what should be included in this section), and the knowledge, training and experience which the jobholder happens to possess (which is not what should be described in this section)

Where a competency profile has previously been devised for the job, this may be attached to the job description.

<p>12. JOB DESCRIPTION AGREEMENT</p> <p>A separate job description will need to be signed off by each jobholder to whom the job description applies.</p> <p>Job Holder’s Signature:</p> <p>Head of Department Signature:</p>	<p>Date:</p> <p>Date:</p>
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Please note: This template is for Job Evaluation purposes only. For recruitment purposes, sections 11 and 12 should be removed and a Person Specification attached. Please refer to the Recruitment and Selection Policy for more information.

Appendix 2

Job Evaluation Authorisation Form

**NHS Borders
JOB EVALUATION AUTHORISATION FORM**

Please complete one request form **per job description** and forward to Isabel Richardson, AfC Office, 10 Sime Place, Galashiels, TD1 1ST.

For AfC use only :-	
JD Ref No:	
Date received:	
Date JD matched:	
Date consistency checked:	

The job description will not be processed until this form, signed by a member of the Board Executive Team and signed/electronic copies of Job Description / Person Spec has been submitted to the AFC Office.

POST DETAILS	Please complete all appropriate fields		
Post title:			
Suggested Profile:			
New post:	Is this a new post for advert yes / no	Is this a re-evaluation of someone's post yes / no	
New post for advert: (if applicable)	Previous post holder	Date Left (if known)	Title of post being replaced (if applicable)
Re-evaluation:	Date post changed	Title & CAJE ID of current post	Jobholder(s)
Directorate/ department:		Line Manager:	

Posts for re-evaluation will be dated when they arrive into the AFC Office. This will be marked as the date the post changed, unless there is a clear reason for a different date e.g. covering maternity leave.

Jobholder (print):

Title:

Signature:

Date:

Recruiting Manager (print):

Title:

Signature:

Date:

Authorising Manager (print):
(BET Director)

Title:

Signature:

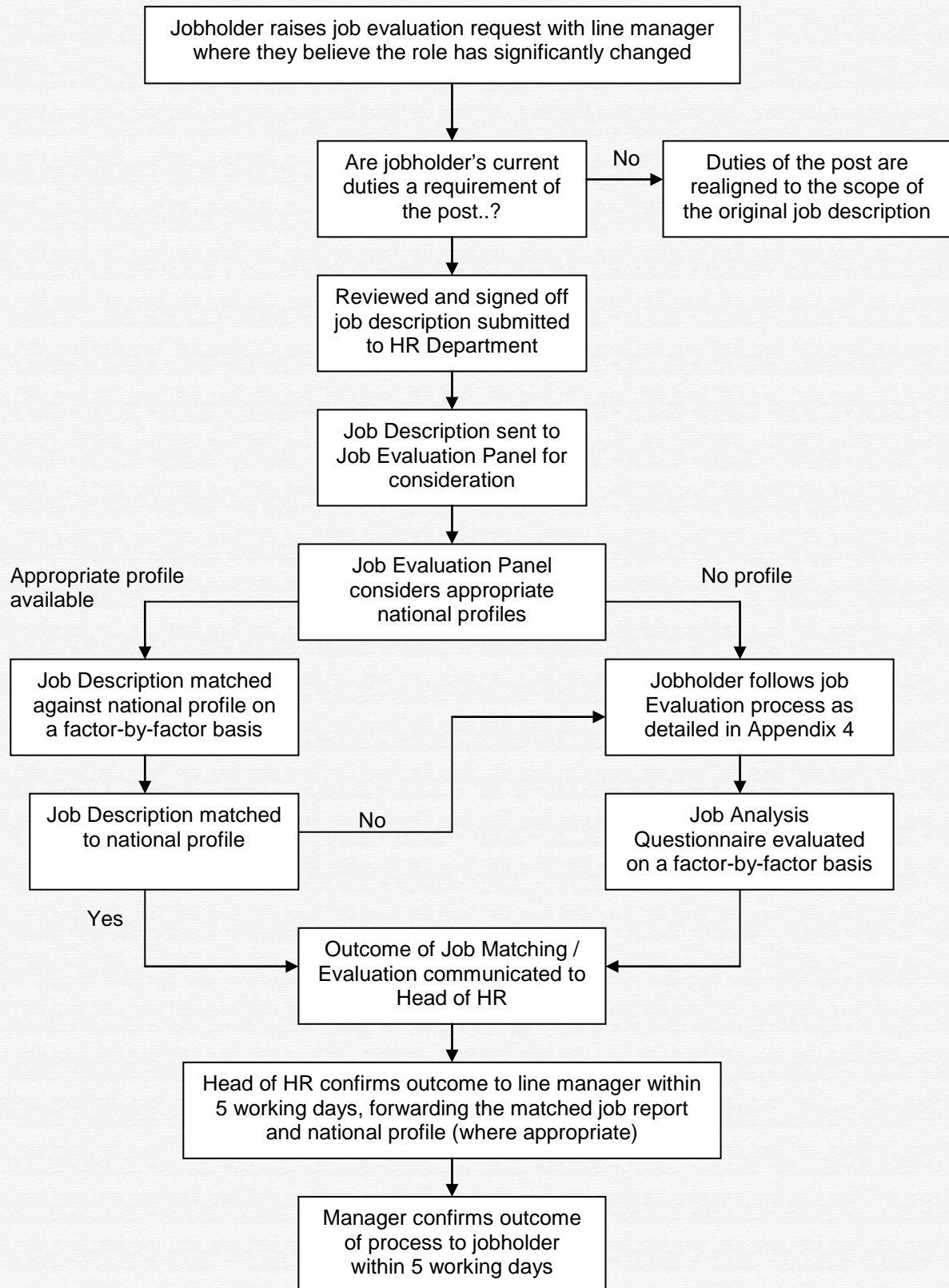
Date:

For additional postholders please print and sign names overleaf

APPENDIX 3

Job Matching / Evaluation Process for Existing Posts

Job Matching / Evaluation Process for Existing Posts



Appendix 4

Job Evaluation Process and guidance for completion of JAQs

NHS BORDERS LOCAL EVALUATION PROCESS

Background to Local Evaluation

The jobs of most health service employees will not need to be evaluated locally, because they will be matched to national profiles. The jobs to be evaluated locally are:

- Jobs for which there is no national profile, because they are unique or significantly different wherever they occur. This is likely to apply to many senior managerial posts, administrative posts and to many jobs in specialist areas, such as IT, or public relations
- Jobs where an attempt has been made to match them to one or more national profiles, but this has not proved possible. This is most likely to apply to unusual and/or very specialist healthcare and non-healthcare roles

Local evaluation is much more time consuming than matching so it is important to be certain that a local evaluation is necessary before embarking on this route. For those jobs that do need to be evaluated locally, the following procedure is based on nationally agreed steps.

Process for local evaluation:

Step 1: Job Analysis Questionnaire completion:

- The jobholder meets with one of the job analysts to understand the overall procedure and the information to be entered on the Job Analysis Questionnaire (JAQ). The analyst introducing the JAQ needs to stress that it must reflect the job at the date from which the job description applies. The JAQ should not contradict the job description.

The jobholder completes the JAQ as far as possible (in computerised form), seeking assistance from line manager, supervisor or colleagues. This draft document is supplied in advance of the Job Analysis Interview to the job analysts.

The outcome of this step is a draft JAQ, and this should be submitted both electronically and as a hard copy signed off by manager and jobholder.

Step 2: Job analysis interview:

The jobholder is interviewed by a team of two trained job analysts, one representing management, and one representing staff. The analysts will not be from the same job family as the jobholder. The aim of the interview is to check, complete, improve on and verify the draft JAQ by, for example:

- Checking that the JAQ instructions have been correctly followed
- Filling in information and examples where required questions have not been answered or have been inadequately answered
- Checking closed question answers against the examples given and the statement of job duties

The outcome of this step is an analysed and amended draft JAQ.

Step 3: Signing off:

The amended draft JAQ is checked by the line manager or supervisor and then signed off by the jobholder, line manager or supervisor and both job analysts. If there are any differences of view between the jobholder and line manager over the information on the JAQ, this should be resolved, with the assistance of the job analysts, if necessary, by reference to factual records, diaries or equivalent. Any more fundamental disagreements,

for example over the job duties or responsibilities, should be very rare and should be dealt with using the same approach as with job descriptions.

The outcome of this stage is an analysed, verified and signed off JAQ.

Step 4: Evaluation of JAQ:

The agreed and signed JAQ is considered by a joint evaluation panel of four members and the computerised evaluation input boxes completed. The job analysts cannot sit as members of the evaluation panel.

This will involve:

- Validating the closed question answers against the examples and statement of job duties. This should normally be a straightforward, virtually automatic process
- Analysing and evaluating the closed and open ended information on those factors where 'automatic' evaluation is not possible
- Only where necessary, seeking further information from the job analysts and/or jobholder, where the information is inadequate. At the extreme, this could involve sending a badly completed and/or analysed JAQ back to the jobholder and job analysts to repeat Steps 2 and 3 above. More commonly, it might involve asking the jobholder or line manager for a specific piece of information to resolve a query at the border between question categories or factor levels
- Checking the provisional evaluation for consistency on both a factor by factor and total score basis against both national profiles and other local evaluations

The validated factor analyses/evaluations are input factor by factor into the computerised system for evaluation, scoring and weighting. Any 'alert' messages on potentially inconsistent factor assessments thrown up by the computer system need to be checked by the panel.

The evaluation panel must complete all relevant boxes including those requiring job evidence. The computerised JAQ is the complete record of the process, to be made available to the jobholder in case of query.

The outcome of this stage is a factor by factor evaluation of the job, together with a total weighted score and an explanatory rationale.

Step 5:

Local evaluations should be checked for consistency with national profiles and other local evaluations on an ongoing basis and by a consistency panel. The outcome of this stage is a factor by factor evaluation of the job, together with a total weighted score and an explanatory rationale.

Step 6:

If the jobholder is dissatisfied with the outcome of the local evaluation, they may request a review. In order to trigger this request the jobholder must provide details of where they disagree with the initial evaluation.

Step 7:

A panel comprising a majority of members different from the first panel will re-evaluate the post. It is for the jobholder to decide whether to use the original questionnaire or resubmit a second questionnaire, subject to the validation processes described above.

Step 8:

The panel will confirm their evaluation decision. The jobholder has no right of appeal beyond this second evaluation. If the jobholder believes the process was incorrect they may pursue this through the local grievance procedure. They may not pursue a grievance about the outcome of the grading decision.

Multiple Jobholders

Where the job is unique within NHS Borders, then the single jobholder must obviously complete the JAQ. Where a number of jobholders carry out the same job being locally evaluated, then there are a number of options for completion:

- (1) Jobholders can select one of their number to complete the JAQ and be interviewed by job analysts: the resulting JAQ is circulated to other jobholders for comment both before the interview and, if there are changes as a result of the job analysis interview, before being signed off
- (2) Jobholders can work together to complete the JAQ and then select one of their number to represent them at interview with the job analysts. This option works best where jobholders work together in an office or other work location. It is effective, but can be time consuming
- (3) Where jobholders work in different locations, an option is for one jobholder from each location to complete the JAQ and then meet together to produce a single JAQ and select a representative for interview

For additional guidance on local evaluations please refer to pages 63 – 65 of the NHS Job Evaluation Handbook.

Appendix 5

Job Evaluation Review Process

NHS BORDERS JOB EVALUATION REVIEW PROCESS

1 Introduction

This procedure sets out the review process for those employees who have submitted a changed job description for matching and are dissatisfied with the outcome. A written request for a review must be made to the Head of HR within three months of receipt of the banding outcome. Please see Section 5 preceding.

2 Criteria for Review

There are three reasons why an employee may wish to request a review of their job evaluation outcome:

- a) The employee considers that his/her job has been matched to an inappropriate national profile
- (b) The employee feels that relevant information in his/her job description has been overlooked
- (c) The employee feels that relevant information has been omitted from his/her job description

3 Review Process

Stage 1

Guidance and advice is available for all staff from the Human Resources Department and staff side representatives. By seeking guidance, he/she will gain a better understanding of the process and be more able to consider if there is sufficient reason/evidence for review. It is the employee's responsibility to discuss his/her request for a review with his/her line manager. An informal meeting can be arranged to discuss any issues about which the employee is unclear. The discussion will also identify whether or not the matter can be resolved at this stage.

Stage 2

In requests for review involving issues over the job description (criteria b) or c)), the employee should use the Job Matching/Evaluation Evidence as a basis for review. The attached Request for a Job Evaluation Review form should be used to submit evidence for review. On completion of the form and the evidence having been signed off by the employee and the line manager, the form should be sent to the HR Department.

If the evidence is not agreed by the individual and their line manager, the mediation process is identical to that already agreed for job descriptions. In summary the process is:

Step 1: manager and individual meet to try and resolve any differences

Step 2: manager and HR Manager meet with individual and staff-side representative to try and resolve differences

Step 3: dispute is referred to an appeals panel comprising the manager's immediate manager and a different staff-side representative who will jointly reach a final, binding decision

The written request for review will be acknowledged by the Head of HR within ten working days. The form will be checked and if any further information is required then the employee will need to submit this within a further ten days.

Stage 3

Once the evidence has been submitted, the Head of HR will arrange for a Review Panel to reconsider the job description using the additional information. At least three, and where possible four, members of the Review Panel will be different from those on the original job matching panel.

The Review Panel will operate under the existing national Job Matching principles and protocols and will take place as quickly as possible from receipt of the formal written request for a review. The Review Panel may:

- (a) Match to the same band using the original or different profile and confirm the match
- (b) Match to a different profile and a higher banding
- (c) Match to a different profile and a lower banding
- (d) Refer the job for local evaluation as the review has resulted in a band mis-match

The Head of HR will write to advise the manager of the outcome and the manager will then inform the employee.

4 Right of Appeal

The employee has no right of appeal regarding the matching or pay banding decision outcome itself, beyond the Review Panel.

If the employee can demonstrate that the procedure was misapplied he/she may pursue a grievance using the NHS Borders Grievance Policy.

Where a grievance is upheld, one solution may be a referral to a new job matching panel.

REQUEST FOR A JOB EVALUATION REVIEW

This form must be completed where an employee is requesting a review of their Pay Band. The form should be completed giving a brief description of the rationale for the review in part 1 and then detailing the evidence to support this in part 2 of the form. The completed form should be sent to the Head of HR.

Postholder's Name: _____

Manager's Name: _____

Part 1 -

Please outline the reasons for your request below:

Part 2

Please provide supporting evidence as per the factors below to allow your case to be reviewed. Information on the factors can be found in the NHS Job Evaluation Handbook available from your manager or on the website www.scotland.gov.uk

CAJE No.	Job Title:	Band
FACTOR	LEVEL	COMMENTS
1. Communication and Relationship Skills		
2. Knowledge, training and experience		
3. Analytical and judgemental skills		
4. Planning and organisational skills		
5. Physical skills		
6. Responsibilities for patient/client care		
7. Responsibilities for policy and service development implementation		
8. Responsibilities for financial and physical resources		
9. Responsibilities for human resources (HR)		
10. Responsibilities for information resources		
11. Responsibilities for research and development		
12. Freedom to Act		
13. Physical effort		
14. Mental effort		
15. Emotional effort		
16. Working Conditions		

Additional Comments:

I confirm the information above is an accurate reflection of the jobholder’s responsibilities at (insert date from which the job description applies):

Jobholder (print):

Title:

Signature:

Date:

Recruiting Manager (print):

Title:

Signature:

Date: