

Job Evaluation Policy



2018-2021

Document Control

Overview

POLICY	Job Evaluation Policy
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REVIEWED BY	OD Team
DATE OF LAST REVIEW	June - September 2018
DATE OF NEXT REVIEW	September 2021
RELATED DOCUMENTS	Organisational Change and Redundancy Policy

Revision History

Version	Issue Date	Author	Summary of Changes
V1	1 st October 2018	Sian Croston	Version 1 – New policy to replace Single Status Maintenance Policy

Consultation

Version	Who	Date
V1	HR, Trade Unions, Management, OD Officers, COT	Summer 18

Approval

Version	Who/Where	Date
V1	FJTUC	18 th September 2018

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1.0 Introduction

Job evaluation is a tool for determining the ‘size’ of a job, usually in the form of a number of ‘points’ (i.e. a job with 400 points is a bigger job than one with 200 points). It also allows Flintshire County Council to compare different jobs across the organisation, which in turn enables us to determine where jobs should be placed on the pay scale, thus ensuring equal pay for work of equal value.

2.0 Aim

The policy aims to provide a framework to ensure the continued fairness, equitability and affordability of the pay and grading structure in line with Equal Pay Legislation.

The Council therefore aims to establish and maintain a system which offers the same salary grades for work assessed to be of equal status throughout the Council.

The formal system used by the Council to evaluate jobs that are part of the Single Status Agreement is known as the Greater London Provincial Scheme (GLPC).

Using an objective Job Evaluation Scheme helps to ensure that there is clear rationale for the value attached to all positions, and that the Council's remuneration schemes comply with employment legislation, in particular the Equal Pay Act.

3.0 Scope

This policy applies to all employees employed on Green Book conditions of service and part of the Single Status Agreement. This includes both Flintshire County Council employees and Schools based staff where roles are measured using the GLPC scheme, with the exception of:

- Chief Officers
- Solbury and Craft Workers
- Youth Workers
- Teachers
- Modern Apprenticeships
- Other National agreed schemes that are applied at a local level.

Alternative arrangements are in place for School Support Staff and Employees working at Theatre Clwyd, who have a separately agreed House Agreement. Please see section 6.0 and 7.0 below.

4.0 About Job Evaluation

4.1 What is Job Evaluation?

Job Evaluation (JE) is a technique for determining the value or worth of a job or position on the basis of job content.

JE looks at the content of the job (e.g. main responsibilities and activities) and scores this against a number of different factors or criteria. On the basis of the total JE score awarded to a job

description/questionnaire, each position is allocated to a grade within one of the Council's grading structures.

4.2 Why do we use Job Evaluation?

Using an analytical job evaluation scheme with common criteria to evaluate and grade positions, maintains relativities and fairness and helps to ensure that the Council complies with the requirements of the Equal Pay Act and ensures jobs are measured objectively.

4.3 What does Job Evaluation assess?

JE is focused on the essential requirements of the position and does not take into account the actual skills and experience of the current post holder or their personality or performance. JE does not evaluate the individual person occupying the job nor does it take into account factors external to the Council (e.g. salaries of jobs in the public and private sector).

4.4 What Job Evaluation Scheme does the Council use?

GLPC (Greater London Provincial Scheme). The decision to use this Scheme (GLPC) was made corporately by the Council, following consultation with Trade Unions.

4.5 What criteria are measured during Job Evaluation?

Positions are measured using information provided in the Job Evaluation Questionnaire submitted by the Line Manager and how the position relates to the following GLPC scheme factors.

CRITERIA	DETAIL
Supervision/Management of People	Measures the degree of responsibility for the supervision/management of employees.
Creativity and Innovation	Considers the extent to which the work requires innovative and imaginative responses to issues and problem resolution and the extent that work is carried out within guidelines.
Contacts and Relationships	Purpose, content, potential outcome and conflict/stress of a contact are more important factors than the status of the person/organisation with whom the contact is made.
Decisions – Discretion	Requirement to make decisions or recommendations as a regular feature of work, how closely need to follow guidelines/processes.
Decisions – Consequences	Consequences of the above decisions/recommendations. Degree of supervision over the decisions is also considered.

Resources	Assess personal accountability for physical and financial resources.
Work Demands	This element considers the impact of deadlines, frequency of changing demands and resolution of conflicting priorities.
Physical Demands	Considers the amount and continuity of physical effort required.
Working Conditions	Exposure to disagreeable or unpleasant working conditions.
Work Context	Considers potential risk to health and general well being.
Knowledge and Skills	These may include technical, professional, operational or specialist disciplines as well as levels of understanding and skills necessary for the posts.

4.6 When can I get a Job Evaluated?

Job Evaluation is undertaken when a new post is created, or where substantial changes have taken place to the job requirements for an existing post.

This process is also used when a department is undergoing a restructure – please review the Organisational Change and Redundancy Policy for further information.

5.0 The Job Evaluation Procedure

Phase 1 – Wider Organisational / Structural Change	
Step 1	Portfolio area identifies a need to change the structure and/or to redesign roles. Manager requests support in Organisational Design/Restructuring/Service Redesign from HR Business Partner (HRBP). The business case for structural change and design principles for the restructure will be developed. HRBP requests appropriate support from OD Officer to support the design and provide challenge to the proposed organisation changes.
Step 2	Manager convenes a team consisting of HRBP, Manager and OD Officer to develop the structure/job outline. The purpose of the team will be to have detailed, documented discussion using the design principles on processes, ways of working, workflow, structural changes including hierarchy, reporting lines and spans of control. If not already started, consultation processes with Employee Representatives/Trade Unions will commence.

Step 3	Chief Officer Approval to progress to Phase 2 – detailed Job Design (Chief Officer will consider whether there has been sufficient challenge and testing of the proposed structural changes).
Phase 2 – Job Design	
Step 4	<p>The Organisational Design Officer will work with the Manager and designated project members to:</p> <ul style="list-style-type: none"> - Create an appropriate Job Description and Person Specification using the short GLPC Questionnaire. - Produce an acceptable role profile. - Produce an indicative grade referencing the jobs at this level document. The Manager will then submit a Shortened evidence based questionnaire to the JE Team via the electronic database.
Phase 3 – Job Evaluation and Outcome	
Step 5	<p>The Approved questionnaire is evaluated by a joint gender balanced (where possible) panel consisting of the OD Officer, Trade Union Representative and another independent and trained representative. The panel will review the Job Design, departmental structure and relativity, organisational context and whole organisational relativity.</p> <p>It is assumed at this stage that any structure design has had sufficient information and design input and the correct level of approval to proceed.</p> <p>Outcome is formally documented.</p>
Step 6	<p>Validation</p> <p>An independent and trained person (usually either a HR Officer, OD Officer, HR Policy & Reward Advisor or Trade Union Official) will review the Job Evaluation outcome and score against the information provided and the Jobs at this level document. They will consider the overall outcome, reviewing consistency, grade compression and assessment against the rank order of the Council.</p>
	<p>In the unlikely event that the validator has challenge or concern regarding the outcome of the validation, then the process will be as follows:</p> <ul style="list-style-type: none"> - Validator to provide specific documented observations. - The OD Officer would refer the Job back to the persons involved in the Job Design in Phase 2 above where the Manager/OD Officer will: <ul style="list-style-type: none"> - Revisit the JEQ content with the Manager, and where appropriate, amend the JEQ content. - Review the Role Profile. - Re-Present for Evaluation.

Step 6	<p>Confirmation of Outcome of Job Evaluation</p> <p>Outcomes are finalised and the HRBP and Manager are informed of the outcome. The outcome will detail the total number of points awarded and the breakdown of the levels that were awarded against each of the GLPC factors/criteria. The Manager has the right of appeal, however given the early involvement of the Manager in Phase 1 and 2 an appeal would not be expected.</p> <p>No maintenance requests can be considered for a minimum of 6 months.</p>
<p>Phase 4 - Appeal of Job Evaluation Outcome</p>	
Step 7	<p>The appeal should be approved and submitted by the Line Manager/Headteacher within 21 days of the panel results being issued. In the appeal submission, new evidence cannot be submitted. The appeal submission can only be in the basis that it is believed the panel has misinterpreted evidence in the JEQ or there is a job of equivalent duties that has been graded more highly.</p>

6.0 Job Evaluation in Flintshire Schools

School support employees have been aligned to one of 33 agreed role profiles. These have been agreed and confirmed by Head teachers in July 2011. These role profiles are organised into differing areas as detailed in Appendix 1.

If schools support employees job duties have changed since being aligned, then they will need to follow the process as detailed in section 9. Posts cannot be realigned to another role profile without clear justification through the maintenance process.

If an employee resigns and the school is planning a direct replacement, there is no requirement to involve Job Evaluation. However, if there is a planned change to existing duties, the School should refer this to the Job Evaluation Team who will provide confirmation and/or advice on the appropriate Profile match and grade.

If a brand new post is being created, the school should provide the Structure Chart, Job Description and Person Specification and follow the procedure as detailed in Section 5 above.

7.0 Job Evaluation in Theatr Clwyd

Posts within Theatr Clwyd have been aligned to profile descriptors which are matched to a grade. It does not use the GLPC factor based point's scheme, it is a simplified "best fit" approach which has been equality impact assessed. This approach and the descriptors were

agreed as part of the Theatr Clwyd House Agreement in 2016. Please see Appendix 1 for Profile Descriptors.

Any new posts within the Theatre, should be developed following the principles of the procedure as determined in Section 5 above.

If the duties of the post have changed since the implementation of the House Agreement, then the maintenance process should be followed as detailed in section 9.

8.0 Alternative methods of Job Evaluation

There are other pockets of employees within the Council that use alternative methods of Job Evaluation. For Chief Officers, the Council uses the 'Hay' Scheme. All roles have access to the same four increments and progression though the range is based on performance. There may be other designated roles across the Council where the Hay scheme may be appropriate.

Soulbury, Youth Workers (JNC) and teaching employees utilise nationally agreed pay points to which roles are aligned too.

Craft employees (red book) have locally agreed roles and rates.

Further information can be obtained from the Councils annual Pay Policy, which can be found on the main Flintshire County Council website.

9.0 Roles and Responsibilities

9.1 Manager Responsibilities

- Consult with post holders on any changes to roles (job description and person specification) as part of organisational change.
- Provide full information to the OD Officer for each job requiring evaluation, using the shortened JEQ or relevant job maintenance form (in the case of maintenance, section 9 below).
- Provide a structure chart to allow the OD Officer to understand the context of the role.
- Provide contextual information explaining the background to the request for job evaluation.
- Keep post holders updated throughout the process.
- Apply the evaluated grade to the job.

9.2 Employee Responsibilities

- Employees have a responsibility to carry out the duties set out in their job description as determined by their line manager, and attain the competencies required to perform them at a satisfactory level.
- Engage in consultation with their manager around changes to their role and feedback in an open and constructive manner.

9.3 Role of the Job Evaluation Panel

- The panel will measure the information provided in the job evaluation request.
- The panel will follow the GLPC or appropriate alternative scheme and conventions, which ensures the process is transparent, fair and consistent.
- A member of the Panel will feedback the outcome of the Job Evaluation by email and provide further advice to assist the managers understanding of the outcome.

10.0 Job Maintenance

Flintshire County Council is committed to maintaining a fair, equitable and affordable pay and grading structure. Therefore there may be times when a job role may change and the affect that these changes have needs to be resized and rescored, compared to other roles within the organisation.

Maintenance can be initiated by the line manager/head teacher or the post holder(s). In all circumstances a request for maintenance will be management led and needs the agreement of the line manager/head teacher. The manager will need to acknowledge there has been a change to the role that should be measured at panel. If the manager does not think the role has changed, they will need to discuss this fully with the post holder and provide the rationale as to the reasons.

The HR/OD team are available for advice and it is recommended that line managers/head teachers speak with the HR/OD team prior to submitting any job evaluation maintenance paperwork. Recognised Trade Union representatives can also provide advice and support to employees prior to the submitting of any paperwork.

Where there has been a change in job content this will not always result in a change of grade, it will depend upon the impact of these changes on the JE score for the post.

Line managers/head teachers have a duty to ensure that the content of the role is accurately reflected in the JEQ and Job Description. **This includes where accountabilities are removed from a role.** This includes the numbers of staff that are managed or supervised. Changes to Knowledge and Skill (K&S) must be relative to the role and not the employee, the focus is about the qualifications, experience and skills that the role requires rather than what the employee currently holds.

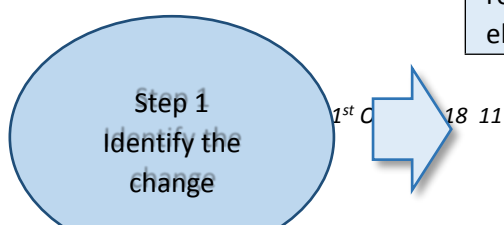
Managers have a duty to manage their team in line with their allocated budget. The post holder has a right to be paid at the appropriate grade for the role they are undertaking, therefore if budget is a constraint, additional accountabilities should not be introduced.

It is acceptable and to be encouraged to take on some additional duties of higher responsibility for the purpose of personal development, and this will not provide the basis for a grading review. However, if this is done, it must be clearly identified as being a development activity, and must be structured, supported and time-limited, accordingly. There may be occasions where some additional higher level responsibilities are taken on for a limited period of time, and payment for undertaking these duties may be explored under the Additional Payments policy.

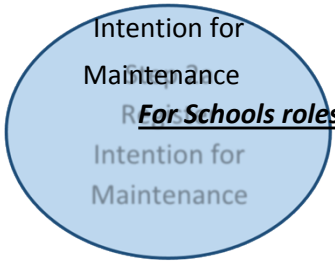
10.1 Maintenance (Re-grading) Procedure

The line manager/head teacher/and/or employee(s) will identify a change with the content of a particular job and will discuss the perceived job content change with the line manager/head teacher/employee(s). The intention here is to reach agreement on whether there is a change and what is the change(s), and an agreed date of change. Advice from the OD team may be provided to managers at this stage. Where the line manager/head teacher and employee or employee group **cannot** agree regarding change in job content then the employee or employee group should seek further advice and support from their HR Business Partner/ OD Team and/or TU representative

Once the employee/group of employees and line manager/head teacher has agreed the change, the line manager/head teacher should email the OD team to register their "intention for maintenance". The OD team will make arrangements for a maintenance form to be released on the GLPC system, the changes must be completed on the electronic database.



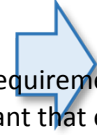
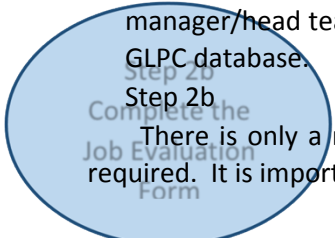
Step 2a
Register



For Schools roles only a revised Job Description and Person Specification should be updated, clearly highlighting the new/changed responsibilities

and submitted to the OD Team. This will then be matched to a Schools profile by the Job Evaluation Panel.

When the changes have been agreed between the line manager/head teacher and employees, the manager/head teacher in consultation with the employees will complete the maintenance form on the GLPC database.



There is only a requirement to complete the sections on the form where a Complete the change is required. It is important that examples are provided under the

Job Evaluation factors of the scheme to back up changes specified in Main Duties and Responsibilities (MD&R) and/or Knowledge and Skill. Changes in

Step 3 – Submit the Maintenance Form



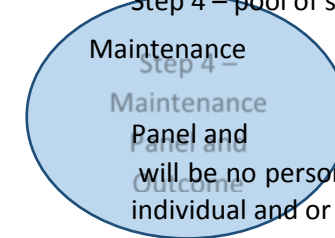
A Maintenance request must have the approval of your line manager/ head teacher in order to be submitted.
The line manager/head teacher will submit the Maintenance form to the OD and ensure that all employee(s) in that post/generic group are aware the form has been submitted and have a copy of the relevant forms detailed above.
The OD team will schedule the Maintenance panel and inform the line manager/head teacher of timescales.

on need to be included.

It is the line manager/head teacher responsibility to ensure the employees are kept up to date with planned timescales.

The maintenance panel will normally consist of 3 members, drawn from a

Step 4 – pool of suitably trained facilitators based on availability.



This will comprise a gender mix and/or employer/trade union nominees.
The maintenance panel will consider the papers put to them and there will be no personal representation by any individual. However, the panel Outcome may contact the individual and or line manager/head teacher to clarify any matters.

An independent validation check will be conducted to ensure consistency

Step 5 –
Validate the
Outcome

The maintenance outcomes should be checked for consistency against:- Step 5 – □ Other evaluations completed by the same and other panels over an agreed period

- Other evaluations within the same occupational group and job family
- Other evaluations within the same pay band

Any queries raised by the validation check will be referred back to the OD team and further consideration of the information should be completed.

Step 6a –
Communicate
the outcome
subject to Appeal

The outcomes will be released to the relevant manager. The panel will determine through evaluation one of the following outcomes:

1.2. confirm the original job evaluation score has stayed the same
 3. confirm the original job evaluation score has increased the outcome These scores are subject to Appeal and only after any Appeal has been brought and determined will the results be implemented as at Step 6b.

It is the manager's responsibility to communicate the results to the employee or generic group.

Step 6b –
Implementation

Once the outcome has been notified, then:

- the line manager/head teacher of the post holder/s will complete the appropriate Establishment Control / iTrent paperwork/HR Step 6b – Forms – for increases and decreases in grade
- Employment services will formally confirm any changes in grade to the employee(s) in writing.
- the Payroll Team will effect any required change which will then be reflected in the employee's pay.

The decision of the appeal panel is final.

11.0 Outcomes following re-evaluation (Maintenance)

Please note that JE scores, and subsequent grades, can go down as well as up following a maintenance request. It is important to be aware that a change in JE score does not necessarily mean a change in grade, it will depend upon the impact of the JE score relative to the grade boundaries

If on evaluation, a post is found to have a lower JE score which places it within a lower grade, pay protection will not apply. This is different to new roles as a result of a service review where pay protection would apply. Please refer to the Organisational Change and Redundancy Policy for further information.

If a post holder is currently on pay protection, following a service review for example, the pay protection will continue but there will be no further period of pay protection. The post holder will not receive any pay protection twice.

If on job evaluation, a post is found to have a higher JE score and therefore a grade increase, the increase is effective from the date the line manager/head teacher approved the maintenance request or if there is sufficient evidence to identify an earlier date. Check current arrangements

Pending a maintenance request, the current grade will be applied and thereafter any changes to grades and transitional arrangements will be in line with this policy.

11.1 Generic Posts

Maintenance can be raised on a group basis where the employees are in the same role. This means a circumstance where the same JEQ has been submitted for the same group of employees and where the job evaluation outcome was the same.

It is important to note, that all members of the generic group will be affected by the result of maintenance, and, as JE scores can go down as well as up, it is critical that every employee within a generic group is consulted with before any maintenance is submitted. At least 50% of employees within the generic group have to agree to the maintenance request in order for it to progress.

11.2 Maintenance Appeals

The maintenance procedure as detailed in Section 9 does offer a right of appeal, which must be approved and submitted by the Line Manager/Headteacher within 21 days of the panel results being issued. In the appeal submission, new evidence **cannot** be submitted. The appeal submission can only be in the basis that it is believed the panel has misinterpreted evidence in the JEQ or there is a job of equivalent duties that has been graded more highly.

12.0 Time Scales for Re-Evaluation of Jobs

In most cases a post will only be evaluated once in a rolling 12 month period. Where there has been previous evaluations, the date of the 12 month period will start from the date of the JE panel or Appeal panel, whichever is latest. If a post requires more than 1 evaluation in a 12 month rolling period, the Service Manager is to set out the specific reasons for the exception to the OD team before submitting the maintenance request.

Where a manager or post holder identifies that the post needs to go through maintenance, there should be no unreasonable delay in progressing all maintenance requests.

13.0 Honoraria

An honoraria is applicable where an employee undertakes some, but not all the duties and responsibilities of a higher graded post.

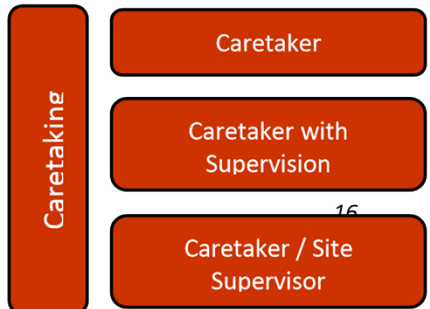
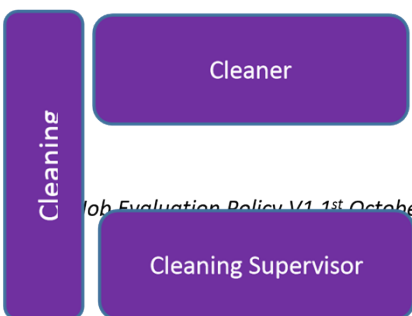
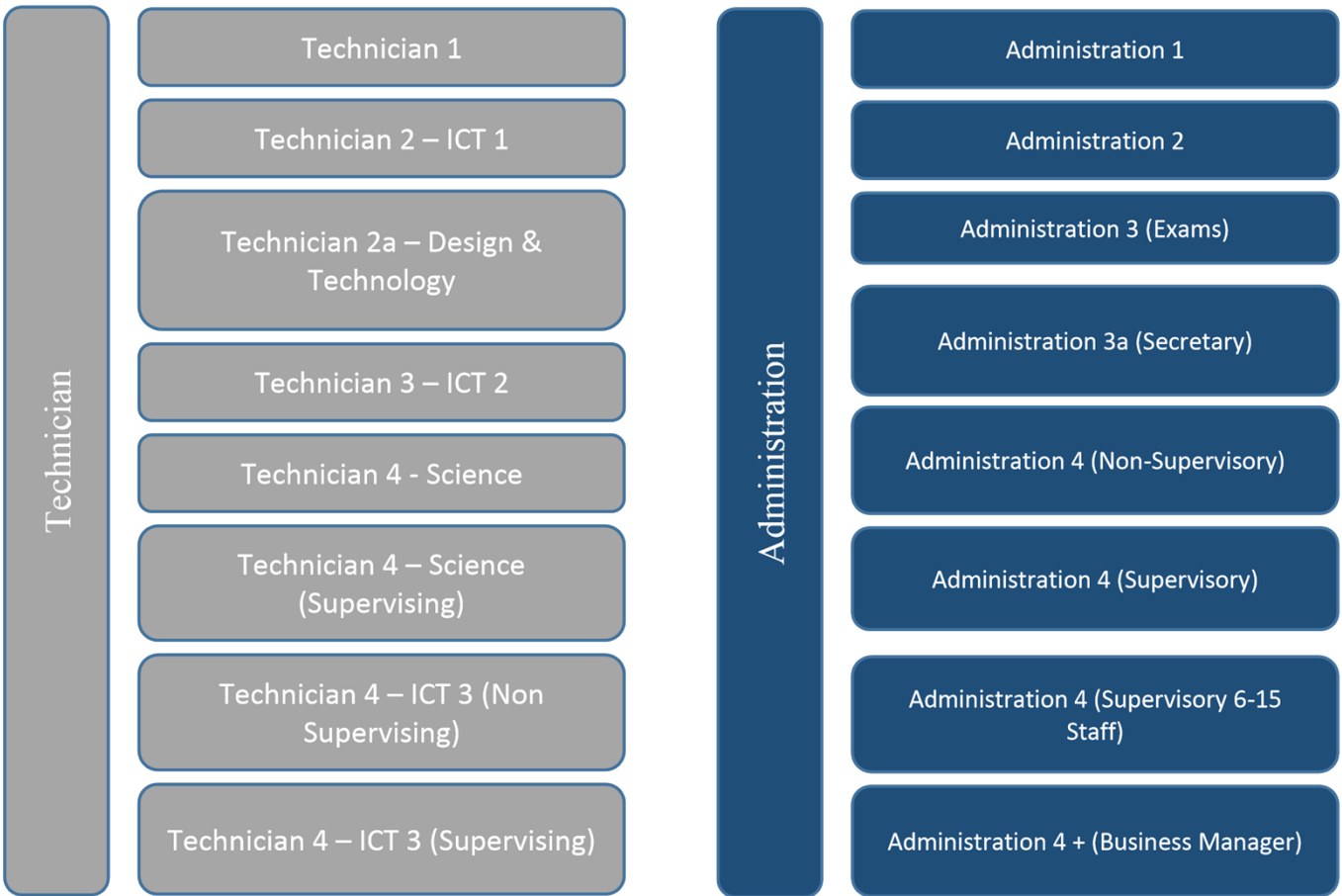
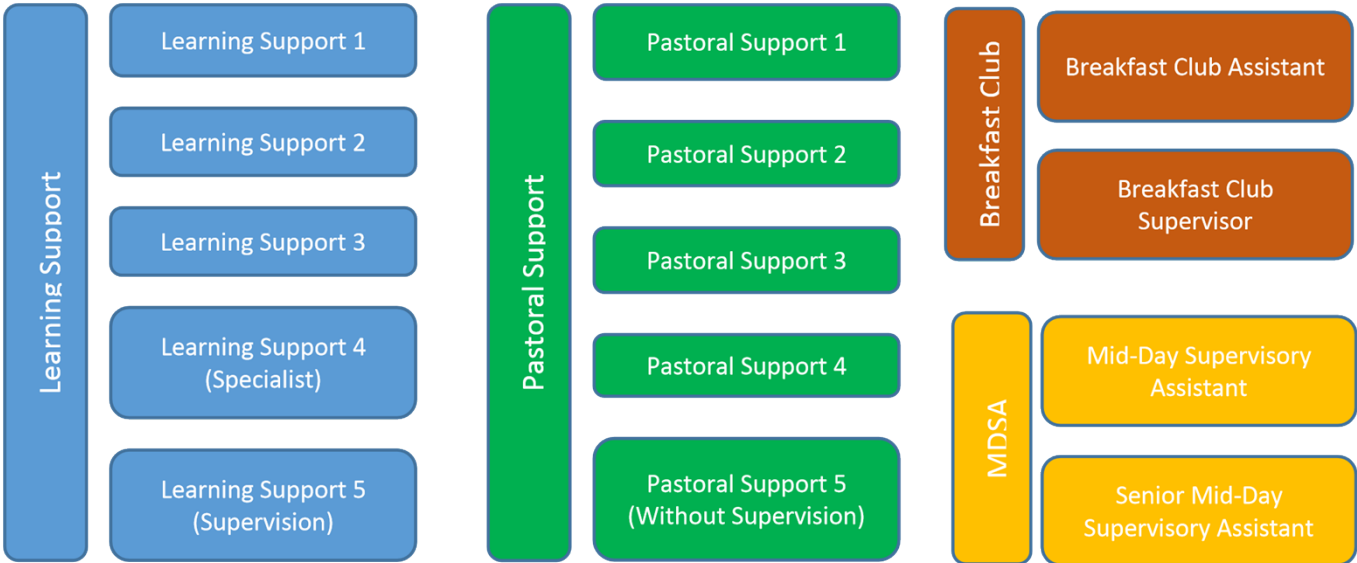
In this scenario, any additional duties will be evaluated via the panel. If the additional duties do attract a higher JE score than their substantive post, the grade will be applied that refers to the relevant score.

Please see the Additional Payments policy for further information.

14.0 Policy Monitoring

The Council will monitor the application of this policy and has discretion to review it at any time through appropriate consultation mechanisms.

Appendix 1 – Schools Role Profiles



Schools Role Profiles & Job Families