



JOB EVALUATION POLICIES & PROCEDURES OVERVIEW HR011

1. INTRODUCTION

The policies and procedures referred to within this report apply to all employees of Boston Borough Council, who are conditioned to the National Joint Council for Local Government Services – National agreement on Pay and Conditions of Service (Green Book) except where local conditions apply.

To maintain the relevance and integrity of the NJC Job Evaluation Scheme the National Joint Council will review it as necessary. At local level, joint reviews of the operation of the scheme will be conducted periodically (see point 16).

A copy of the NJC Local Government Single Status Job Evaluation Scheme (Factor Plan and Factor Guidance) including the Scoring and Weighting Matrix is available via the Intranet or Human Resources for reference (see point 4).

2. LOCAL CONVENTIONS ¹ Appendix 1

'Local Conventions' is a term given to the local interpretations of the wording of a JE scheme, which are written down so that they can be applied consistently across all evaluations. Robust local conventions ensure maximum consistency of evaluations.

BBC local conventions take the form of extended wording of the factor level definition to explain the interpretation adopted including examples of job features and job types.

These are jointly agreed and adopted by JCC.

3. JOB EVALUATION STEERING GROUP²

The steering group comprises all trained job evaluators. The group maintains responsibility for:

- Providing the skills to conduct job evaluations for all posts throughout the council in a thorough and consistent manner.
- Compositions of the joint evaluation panels

¹ Technical Note 1 – DRAWING UP LOCAL CONVENTIONS - April 2004

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⁵ Technical Note 7 – SKILLS PATHWAYS AND CAREER GRADES & JB EVALUATION - June 2005

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- Training of union and management representatives involved in the process of evaluation.
- Providing progress reports and communication of the process.
- Producing project plans and project management processes
- Arrangements for monitoring the work of the evaluation panels.

All panel members are fully trained in the use of the scheme, in the avoidance of bias and in the importance, significance and legal requirements of Equality.

4. FACTORS & WEIGHTING OF THE SCHEME⁷

The 13 factors (jointly worked on by the NJC Technical working group) are representative of 4 standard groups of factors:

- Knowledge and Skills
- Responsibilities
- Effort
- Environmental Demands

The factors allow for the measurement of all significant features of all local government jobs to be covered by the scheme.

The weighting and scoring principles, also agreed by the Technical working group) are as set out on the table at appendix 2.

5. JOB EVALUATION Appendix 3

All evaluations are to be performed in line with Job Evaluation Procedure. Evaluation panels will ideally comprise 4 members (2 management and 2 union representatives) but a minimum of 3 members (consisting of a minimum of 1 union and 1 management representative) drawn from the Job Evaluation Steering Group. Each representative on the panel will have received training in and be knowledgeable of the JE scheme.

6. SORE-THUMBING³

Following the initial evaluation of a JDQ, each is then subjected to 'Sore-thumbing' – a term often used for the consistency checks which need to be carried out for all job evaluation exercises to quality assure the exercise and to identify any factor assessments or jobs which appear 'out of place'. This does not mean that any issues identified through 'sore-thumbing' or moderation are necessarily wrongly evaluated, but that further investigation is required to see why they have been evaluated in the way they have.

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7. NEWLY CREATED POSTS Appendix 3 (point 4.1)

Where a new post or job group is created the evaluation will be carried out once the appointed jobholder has been in post six months. In order to grade posts for recruitment purposes Line Managers will meet with HR to conduct a mini-evaluation based on discussions surrounding the JD and PS.

8. RE-GRADING & RE-EVALUATION⁴ Appendix 3 (point 8) & 4

An employee may seek to have the grading of their job reviewed where it is claimed there has been a substantial and permanent change to the job content. This may be by gradual addition of new features over a period or as a result of restructuring.

A claim must be submitted in writing to the HR Officer setting out the grounds for request. A meeting will be arranged between a HR Officer, the Line Manager and the Jobholder, where the employee will be advised if their request meets the criteria as set out in appendix 3, point 8 and the timetable for re-evaluation (please refer to Anticipated timescales as set out in Appendix 9)

9. ROLLING REVIEW⁴ Appendix 3 (point 9)

Whereas those whose jobs increase in overall demand are likely to request a re-evaluation, this is not universally the case; and those whose jobs decrease in terms of demand or vary over time, are unlikely to request any sort of review. So, in order to avoid grading anomalies, whether gender-based or not, developing over time, it is recommended by the Equal Opportunities Commission that regular reviews of evaluations are carried out. BBC has decided to systematically conduct the review on a department by department basis re-assessing all jobs at least once in a five year period.

10. PAY STRUCTURE Appendix 5

Cabinet & Full Council agreed the pay structure on 24th September 2003 and this became effective from 1st October 2003. Each Grade with exception of Grades 1 & 9, comprise of 8 spinal column points, overlapping the upper and lower band by 2 spinal column points.

The pay structure will be reviewed to ensure that it complies with Equality Legislation on a regular basis.

11. PROTECTION OF SALARY **(as per Redundancy Policy Appendix 6 – pages 4&5)**

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The authority undertakes to protect the pay of employees where, through no fault of the individual, their post is downgraded. For these purposes “pay” is taken to include salary/wages, overtime, tool allowances, bonuses etc which are contractual; but excludes discretionary and non-contractual payments or allowances e.g. travel, first aid etc.

12. EFFECT ON PAY

When an evaluation results in a downgrading for the post holder the effective date will be communicated in writing. Notice will be given on a sliding scale basis. Where there is 1 grade difference, 1 months notice from the date of the letter will be provided. Where there are 2 grade differences, 2 months notice and so on. Details of pay protection and the effect on the post holders pay will also be included. All downgradings will be to the top spinal column point of the relevant grade. Should a post holder decide to appeal the grading of the post, any downgrading will continue to be applied at the notified date. If the appeal is successful, any adjustments to the pay will be rectified accordingly at the next pay date.

When an evaluation results in a grade increase, this will be effective from the date the duties/ job role were commenced. This date must be agreed by the Line Manager. Any arrears in pay due will be paid over in the next pay run whenever possible (bearing in mind deadlines set for the processing of the payroll). Grade increases will be made to the bottom of the grade unless the post holder’s current pay on a lower grade falls within the overlap between the two grades. In which case, pay will remain the same but the post holder will have opportunity for incremental progression.

13. APPEALS⁴ HR012 Appendix 7 & 8

An employee or group of employees who are dissatisfied with the grading of their post should register an appeal in writing to the HR Manager within three weeks of receiving notification of their post’s evaluation points score and grade.

The application for appeal should set out the reasons for the request and this must meet one or more of the following criteria:

- The Job Evaluation Scheme has been wrongly applied e.g. factor levels have been wrongly allocated; the evaluation panel did not follow guidance etc.
- The JDQ did not provide complete information about the job.
- It is believed that an equivalent job is more highly graded and paid.

14. SKILL PATHWAYS AND CAREER GRADES⁵

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Where particular job roles suffer difficulty in recruitment and retention for example in some specialist roles such as Building control and Planning, career grades can help. Career graded roles are those which can be viewed as a series of jobs with different levels of job demand and responsibilities, requiring different levels of knowledge and skill. It is expected that a number of jobs in the career grade would score different numbers of points under JE falling within different grades. Where career grades are established regular and close monitoring is applied. Progression through the career grade structure is clearly defined in terms of what the job holder needs to achieve to move up generally in terms of additional knowledge and commensurate additional responsibilities. Movement within the career grade is based on job requirements with the job holder performing the job for the grade they are being paid. Significant steps within the career grade will be identified in writing along with any training needed to progress. Access to training is available to all groups.

Career grades will be reviewed to ensure compliance with Equality Legislation on a regular basis.

15. ONGOING MAINTENANCE⁴

In order to avoid any challenges to out-dated evaluations, the Equal Opportunities Commission recommends that organisations carry out ongoing monitoring and maintenance of their Job Evaluation systems. Monitoring of evaluation outcomes for new and changed jobs by gender, and of the submission and outcomes of appeals includes investigations of any gender related disparities.

In order to avoid grading anomalies, whether gender based or not, growing over time a systematic review of evaluations exercise will be carried out (refer to Rolling Review).

Furthermore, a joint review of the scheme will be conducted periodically (NJC advises every 5 years) to check it continues to fairly measure all significant job demands and reflects the values of Boston Borough Council. Any changes should be by joint agreement and acceptance through JCC, and tested for their impact by gender, ethnicity and other characteristics. A review of the scheme was jointly undertaken successfully in August 2007.

16. REVIEW OF THE SCHEME

The National Joint Council is bound to review the relevance and integrity of the scheme as necessary. All JE procedures will be reviewed periodically in the light of any developments in the National Scheme, in employment

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legislation and/or industrial relations practices. All employees to whom the procedure applies will be advised of any amendments within 28 days of them being made.

17. TIMESCALES

Appendix 9

The appended table provides an indication of timescales for all evaluations and appeals.

Timescales stated are only an indication but will be adhered to as closely as possible, however post holders should be aware that delays in delivering the JDQ for evaluation will impact on the overall timescale.

Policy agreed by:-

Date_____

Employer representative

Date_____

UNISON representative

Date_____

GMB representative

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