

**HSCNI
REGIONAL JOB MATCHING
AND JOB EVALUATION
PROTOCOLS**

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1. INTRODUCTION

- 1.1** The **South Eastern Health and Social Care Trust** (herein after referred to as the Trust) is committed to ensuring that the NHS Job Evaluation Scheme introduced under Agenda for Change is applied, ensuring pay structures remain consistent and non-discriminatory.
- 1.2** The NHS Job Evaluation handbook (7th Edition, September 2018) (available at www.nhsemployers.org) sets out the principles in determining pay bands for posts. This involves information relating to a post being presented to a panel of trained matchers to determine the band for the role. In the event that the panel cannot match the post to one of the nationally agreed job profiles the post will be referred to job evaluation.
- 1.3** The Trust must ensure procedures, resources and expertise are available to evaluate posts as the organisation develops and services change. This will require on-going training and refresher training to ensure a pool of competent practitioners.
- 1.4** Partnership working must be maintained, as well as ensuring compliance with equal pay legislation. All practices and procedures associated with job evaluation in the Trust must reflect these requirements.
- 1.5** Anyone involved in the process, ranging from JE leads, panel members and administration staff, is bound by the duty of confidentiality within the process.
- 1.6** These protocols which have been agreed with the Joint Regional Job Evaluation Leads group set out the operational arrangements for the application of the NHS Job Evaluation Scheme and should be read in conjunction with the NHS Job Evaluation handbook (7th Edition, September 2018) (available at www.nhsemployers.org).

2 GENERAL PRINCIPLES

2.1 The following general principles should be observed in the operation of this procedure.

2.2 Panel size.

Both management and trade union side recognise and acknowledge that the composition of a panel is four persons, comprising two trade union side and two management side trained matchers/evaluators. However, all parties recognise that there may be exceptional circumstances when this is not possible. For example, doctors or dental appointments where the panel member will only be absent for a portion of the day.

2.3 In line with the National Job Evaluation Handbook, which outlines that panels must operate in partnership, it is good practice for panels to have equal numbers of staff side and management practitioners with four panel members (two of each) being most effective. No one panel member has deciding vote and panels must reach consensus decisions.

2.4 Effective Date

It is agreed that signalling a request for re- banding is not, in itself, sufficient to warrant any backdating of arrears to the date on which that first request was made. The effective date for backdating requires an evidence trail of when the job changed including the date of change as agreed by both the member of staff and the manager in progressing the request. If the effective date differs from the date of submission this should be clearly recorded on the cover sheet and evidence provided by the manager.

2.5 This will therefore require both parties to:

- Work actively and together to agree a revised JD.
- Complete this process within a three-month timeframe from when first raised with the manager.
- Keep adequate records of their work in this regard;
- The manager must ensure that the relevant AD/HOD signs it off, subsequently confirming to HR when this was done. This will not affect the effective date of any regrading. Please note: the post holder and manager should ensure that once agreed, signed documentation is sent to HR/JE promptly.

2.6 It will be a matter for Trusts/Organisations to designate the AD/Head of Department and to decide who is deemed to be an appropriate level of line manager for this task. As a rule of thumb, the manager signing off on JDs or JAQs should be the same manager who directs how and where the member of staff works and what duties they undertake i.e. they would be in a position where they would be drawing up the job description for the post. By way of example, in the case of a Band 2 post, a Band 4 first line direct manager may not undertake this task; rather it may fall to a Band 6 Team leader.

2.7 AD/Head of Department sign-off

Essential to the process is an assurance that the relevant AD/HOD is acknowledged as the accountable officer for the signing off process. It is recognised that the member of staff's manager has the best day to day knowledge of the job, but this needs to be authorised at AD/HOD level. AD/HOD sign-off has no bearing on the outcome of any request. This step is designed to ensure AD/HODs are aware that requests have been submitted and the expectations required of the post holder in moving forward.

It will also indicate in a timely manner that there may be a potential budget change. This will not have any bearing on the effective date of any regrading. If the AD wishes to delegate this role to a senior manager, that role should be communicated clearly to everyone involved in the process.

2.8 Training

JE leads and panel members must be trained in the NHS JE scheme and this includes undertaking 'refresher' training within the last 5 years of active participation in AFC processes.

2.9 Dealing with Requests for JE

All requests for job evaluation must be made whilst an individual is a current employee. Staff due to retire or leave must submit their revised agreed job description at least 3 months prior to leaving. Any delay should be escalated to Senior Management/HR before leaving employment and records should be maintained to ensure appropriate action can be taken.

3 NEW ROLES

3.1 Provisional Matching

It is standard job evaluation practice for proposed new jobs to be matched or evaluated at the earliest opportunity by a full panel, in order that a provisional pay band can be determined to enable posts to go to advertisement. Trained matchers (equal numbers from management side and from Trade Union side) will conduct this exercise. As part of this process they may contact the manager for the new post to clarify points contained within the job description. Following this in line with the NHS Job Evaluation Handbook this outcome will be subject to consistency checking again by two trained matchers (one from management side and one from Trade Union Side) (as per 3.1.2 above)

3.1.1 Trusts should ensure that a record of such posts is kept to facilitate these posts being revisited in a timely manner.

3.1.2 In the case of a new role to the service, once a job description has been developed it should be forwarded to the Employee Relations team/Job Evaluation team (hereinafter referred to as ER/JE team) in HR who will coordinate the exercise. Requests for a provisional banding for a new role should be sent to: ER/JE, and accompanied by the cover sheet at Appendix 1 with Section A completed and fully signed off. It will be the aim to have a provisional banding confirmed within 2 weeks of receipt. The following information must be included:

- Confirmation of the job being a new post (cover sheet)
- Job Description
- Personnel Specification
- Organisational Chart

Please note that the Trust's templates ie. the new post cover sheet and JD must be used.

A sufficient level of detail should be provided in the Organisational Chart to clearly depict the post's responsibility for teams/other staff as well as their reporting arrangements and management structure.

3.1.3 If the information received is not fully complete and to a satisfactory standard it will be returned to the manager to amend and resubmit.

3.1.4 Where a post is new to a particular team or area of work, but it is identified that the same post exists elsewhere in the Trust, the established band for the post will be applied.

3.1.5 When the provisional outcome has been reached then this forms the pay band for the post and will be notified to the manager and copied to the relevant AD /HOD (local arrangements apply)

3.2 Confirming the Band of A New Post Following A Provisional Outcome

After recruitment, Trusts should allow a reasonable period for the job to 'bed down'. Once the full demands of the post are clear, the post holder and their manager should review the job description and if any changes are made to it, the job evaluation outcome will, where appropriate, be reassessed using the matching or evaluation procedure as appropriate, including consistency checking. The application of the reassessed job evaluation outcome would normally be backdated to the start date of the new job. Note that the outcome can go up or down.

- 3.2.2** The matching of each post after the bedding in period will require-
- Updated Job Description indicating tracked changes from bullet point 5 below
 - Personnel Specification indicating if applicable tracked changes from bullet point 5 below
 - Organisational Chart
 - Matching sign off sheet (appendix 1)
 - Old Job Description and Personnel Specification

Please note that the Trust's templates for items 1 and 2 must be used. A sufficient level of detail should be provided in the organisational chart to clearly depict the post's responsibility for teams/other staff as well as their reporting arrangements and management structure.

4 CHANGED JOBS

4.1 It is recognised that posts may change over a period of time as service needs evolve and develop. Not all changes will affect the band of a post. If there is disagreement between the manager and the post holder in relation to job changes these should be addressed outside of the Job evaluation process and addressed locally before being submitted for evaluation. Advice in these situations should be addressed to the Employee Relations manager if necessary.

4.2 As a first step when a change has been identified by either the manager or the post holder, they will meet to discuss and identify potential changes to the job description and any other supporting evidence to show how the skills and responsibilities applicable to the post have changed. It is recognised that both the post holder and the manager are required to participate in this process.

- 4.3 Delays on behalf of management should be escalated to the next level of management within their structure and normally within a 4 week period if no progress has been made. Equally post holders are responsible for participating in this process and should ensure that they undertake any work as necessary with their manager in order to prepare their application for submission to the ER/JE team.
- 4.4 Following the meetings any necessary amendments should be made to the job description by the manager and agreed with the post holder. An applicable date must also be agreed, recorded and paperwork signed to reflect that.
- 4.5 The AD/HOD in signing off the application should consider whether this application from an individual or group has the potential to apply to other staff within their area of responsibility. They should consult with local managers and local Trade Union representatives as appropriate.
- 4.6 The matching of each post will require:
- Job Description with highlighted changes
 - Old job description
 - Personnel Specification – Please note Personnel Specifications should only be amended where there is evidence in the JD that additional knowledge or skills are required. The requirements must be reflective of the duties and should detail breadth of experience as opposed to length.
 - Organisational Chart
 - Effort Factors Proforma (appendix 2)
 - Matching sign off/cover sheet (Appendix 1 with Section B fully completed and fully signed off).

Please note that again the Trust's templates for items 1 and 2 must be used. A sufficient level of detail should be provided in the organisational chart to clearly depict the post's responsibility for teams/other staff as well as their reporting arrangements and management structure.

Changes to the Personnel Specification should only be made where there is evidence that Knowledge, Training or Experience requirements of the post have changed. It is for a panel to determine if the requirements are reflective of the duties that is, for example, where a new qualification or formal period of study is now required.

- 4.7 The documentation listed above should be agreed with the post holder and the manager. The manager will then ensure that this is

countersigned by the relevant AD/HOD before it is submitted to the HR/JE team for processing (as per section 4.3 above). The post holder and manager should ensure that once agreed signed documentation is sent to HR/JE promptly.

- 4.8** A pre-screening exercise will then be carried out by the HR/JE team to ensure all information is available, complete and in the required format. If the information received is not complete and to a satisfactory standard it will be returned to the post holder/manager to amend and resubmit to the HR/JE team.
- 4.9** The information is then presented to a matching panel, consisting of two trained management side and two trained Trade Union side matchers, who will match the post using the matching procedure outlined in the NHS Job Evaluation handbook.
- 4.10** The outcome from the matching panel will be subject to consistency check/Quality Assurance in line with the matching procedure outlined in the NHS Job Evaluation handbook.
The outcome will either be:
- To confirm the same band – post holder(s) can request a review
 - To confirm a higher band – post holder(s) can request a review
 - To confirm a lower band – post holder(s) can request a review (see 4.3 of the NHS Job Evaluation handbook).
- 4.11** Where a post cannot be matched to a National Profile it will be referred by the JE leads for a full Job Evaluation (see section 5). It would be anticipated that this would occur **only in exceptional circumstances** and after all attempts to seek further information and clarification to match the post have been exhausted.
- 4.12** The ER/JE Team will inform the manager and the post holder(s) of the outcome and cc the AD/HOD **If successful the application of the matched job outcome will be backdated to the date indicated on the accompanying documentation as per para 2.4 above**
- 4.13** If the post holder(s) is dissatisfied with the banding outcome they may request a review as per the handbook (see section 5).

5. REVIEW PROCESS

- 5.1 Post holder(s) will be able to appeal the band outcome from a matching panel if they are dissatisfied (as per 4.12 above). It is strongly recommended that staff members take advice from their Trade Union representative and/or a member of the HR/JE team before proceeding with a review submission.
- 5.2 The post holder(s) must submit their review request in writing, using the proforma that should be sent to them with their outcome letter, to the ER/JE team within three months of notification of the outcome. They must state the grounds for the review in relation to specific factors and supported by evidence. The agreed proforma should be signed by the post holder(s), manager and AD/HOD and returned to the HR /JE team by the post holder/s and the manager.
- 5.3 This evidence will be submitted, along with the original information provided, to a new matching panel. The panel will either:
- Confirm the same match/evaluation outcome;
 - Confirm a match to a different profile or make a different evaluation;
 - Or, in the case of matching reviews only, refer the job for job evaluation (it should be noted that this will be **in exceptional circumstances only** and only where the panel can demonstrate that no national profile exists).
- 5.4 Following review, there is no further right of appeal in respect of the band outcome. Please refer to paragraph 3.1 of this protocol on changes to jobs.
- 5.5 In the event that a postholder can demonstrate that the matching or review process was misapplied they may raise a local grievance about the process, but not about the pay band decision.
- 5.6 The information received and the response to any questions obtained in reaching the outcome for the role should be embedded in the job description going forward or for future reference.

6 THE JOB EVALUATION PROCESS

- 6.1** It is accepted that the job evaluation process will only be necessary on the very rare occasion that no national profile exists for the post. Where a post has been referred for a full job evaluation i.e. where the job description cannot be matched to a national profile, the post holder completes the Job Analysis Questionnaire as far as possible, seeking assistance from their Trade Union side representative, line manager, or supervisor as necessary.
- 6.2** The JE Leads will identify two trained job analysts (one trade union side and one management side) to carry out the analysis of the JAQ.
- 6.3** This draft document, agreed by the postholder and manager, and signed-off by the AD/HOD (as per paragraph 2.7) is submitted to the HR/JE team by the post holder/s and manager.
- 6.4** The post holder will meet with these job analysts 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.
- 6.5** This analysed and amended final JAQ is checked then again signed off by the post holder(s), manager, AD/HOD and job analysts before it is submitted to the HR/JE team by the post holder and manager.
- 6.6** If there are any differences of view between the postholder and line manager over the information in 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 in relation to the job duties or responsibilities) should be very rare and should be dealt with under existing local procedures including, if necessary, the grievance procedure.
- 6.7** Good practice timescales in progressing the job evaluation are:
 - Post holder to return the draft JAQ within 3 months from date of issue
 - Job analysts to have agreed a date to meet the post holder within 4 weeks of receipt of JAQ.
- 6.8** The agreed and signed-off JAQ is then presented to an evaluation panel consisting of two management side and two Trade Union side trained evaluators, who will evaluate the post using the evaluation procedure outlined in the NHS Job Evaluation handbook.

- 6.9** Where necessary, the panel will seek further information from the job analysts, where the information is inadequate. This can, if the panel feels it necessary, include sending a poorly completed and/or analysed JAQ back to the job analysts to repeat the steps outlined above.
- 6.10** The outcome of the job evaluation is then consistency checked/quality assured with reference to national profiles and other local evaluations by the Job Evaluation leads. Any apparent anomalies will be referred back to the original panel for reconsideration. (For expected outcomes see 4.3)
- 6.11** If the postholder(s) is dissatisfied with the outcome of the evaluation they may submit an amended JAQ or a new JAQ to the HR/JE team within 3 months of notification of the outcome. This must clearly state the grounds for review in relation to specific factors and must be supported by evidence which has been agreed with their manager and will be processed as per Section 4. This must be counter signed by the appropriate AD/HOD. The post holder(s) will meet with Job analysts to ensure completeness of the JAQ
- 6.12** It is strongly recommended that the post holder(s) takes advice from a trade union representative or a member of the HR/JE team on how to correctly complete the review proforma in line with the job evaluation process before proceeding with a review submission.
- 6.13** It is for the postholder(s) to decide whether to use the original JAQ with amendments or submit a second JAQ, subject to the validation processes described above.
- 6.14** A panel comprising a majority of members different from the first panel will re-evaluate the post using the same process described above.
- 6.15** The review outcome will be subject to a further consistency check.
- 6.16** Following review, there is no further right of appeal in respect of the band outcome.
- 6.17** In the event that a post holder can demonstrate that the job evaluation or review process was misapplied they may raise a local grievance about the process, but not about the pay band decision.

7 BANDING UNDERTAKEN OUTSIDE OF A TRUST

If it is deemed more appropriate to have a post banded outside of the Trust/Organisation this will be agreed by the JE leads, who will then contact colleagues in other Trusts/HSC Organisations to request that this work is undertaken.