

## **Employment Matters Committee**

**4 September 2024**

### **Job Evaluation Policy**

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#### **Summary**

This report aims to provide background and rationale for the implementation of a Job Evaluation Policy.

Following the implementation in May 2023 of a new Job Evaluation system (Gauge+) and the subsequent refinement of the Job Evaluation process, the introduction of a Job Evaluation policy to set in place the best practice and guidance that has been shared since the implementation of Gauge+ would be beneficial to all.

#### **1. Recommendations**

1.1. The Employment Matters Committee approve the introduction of the Job Evaluation policy.

#### **2. Budget and policy framework**

2.1 This is a proposed HR policy; therefore, the decision is a matter for this Committee.

#### **3. Background**

3.1 In May 2023 as part of the work within the Medpay Project team a new Job Evaluation system by a company called Pilat which uses web-based software called Gauge+ was implemented. As well as assisting with the current work of the Medpay Review, the new software also ensures that we have a robust process in place for business-as-usual moving forward when a role needs re-evaluating or a new role is created.

3.2 With the new Job Evaluation process using Gauge+ now fully established and the process refined over time, with training sessions being rolled out to managers as part of the Medpay review. It was felt that a Job Evaluation policy should be created to set in place the best practice and guidance that has been shared since the implementation of Gauge+.

- 3.3 Previously there was no policy in place for Job Evaluation which led to inconsistencies in how the process was applied, the parameters for which evaluations could be undertaken and how disagreements with outcomes were dealt with. Within the new policy, there is a new process for submitting formal appeals which was not previously in place, along with a number of informal actions that must have been completed ahead of this with the aim of reducing the need for a formal appeal.
- 3.4 Previous Job Evaluations were undertaken manually upon receipt of a job profile from managers. Using Gauge+ and the interactive process of tailored questions via the system, provides a fair, consistent and objective approach to the evaluation process. It allows for the capture of any individual circumstances of a job, provides transparency in the process and a clear audit trail of decisions through access to reports and response data. Having managers and HR working together in real time to answer the system questions reduces any ambiguity around a role and reduces time spent seeking clarification.
- 3.5 Since implementing the new system and process, managers will have seen a more robust process for evaluation of roles within their services, along with a reduction in time spent on the process. HR have a more efficient process for conducting the Job Evaluation process with easy-to-use software. This new policy will provide the guidance and context of the process for managers and staff to understand the Job Evaluation process and how it affects them.

## 4. Options

- 4.1. The options to consider are:
  - 4.1.1. Implementing a Job Evaluation Policy and supporting guidance for all Job Evaluations moving forward.
  - 4.1.2. The alternative option would be to continue to Job Evaluate roles using Gauge+ without a policy in place.

## 5. Advice and analysis

- 5.1 Based on the options listed above, the advice would be to implement a Job Evaluation policy which would apply to all Job Evaluations moving forward.
- 5.2 The benefits of implementing a policy would be solidifying a consistent and fair process and guidelines, with clear timeframes and accountabilities, including layers of informal resolution and a formal appeals process for managers and staff.
- 5.3 Consistent approach and process will enable a streamlined service to be delivered by HR, reducing additional resource and time needed to resolve individual issues that currently fall outside of a set policy and process.

5.4 Having a published policy available for all staff and managers to view will remove any ambiguity of the process and allow for better understanding of what Job Evaluation is, instilling more confidence in staff that they know how their roles have been evaluated and providing them with tools to challenge if they don't feel process has been correctly followed.

5.5 The Diversity Impact Assessment shows no detriment.

## 6 Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Equal pay claim	An employee could raise an equal pay claim if a similar role within the organisation is graded differently	A job evaluation policy and scheme ensures that a fair and consistent approach is applied to all evaluations, a policy/process and audit trail from the system can provide a defence	D - II
Employee engagement	If evaluations not consistent or perceived to be unfair this can affect engagement and trust in the organisation	A job evaluation policy and scheme ensures that a fair and consistent approach is applied to all evaluations, a policy/process and audit trail from the system can provide a defence	B - II

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

## 7 Consultation

7.1 As part of the process, the policy and supporting documents have been shared with the wider organisational change team for comment, as well as with HROC SMT.

7.2 Trade Unions and Employee Forums have also been consulted with on the Job Evaluation Policy.

7.3 Feedback from consultation that has been implemented as a result include an addition of an equalities statement, ensuring that HR Evaluators have completed their mandatory equality and diversity training and that a trade union representative or workplace colleague can support staff with their submission of a formal appeal.

## 8 Climate change implications

8.1 The introduction of Gauge+ and moving to an online evaluation system and monitoring has a positive impact on climate change as less paper is being used to complete job evaluations.

## 9 Financial implications

9.1 The cost of the job evaluation system, Gauge+, was £2,395 for 2024/25 and was funded from the transformation budget. The system will require ongoing funding and £3,000 has been included in the Medium Term Financial Outlook being presented to Cabinet on 27 August 2024.

## 10 Legal implications

10.1 Having a job evaluation policy will be beneficial to the Council in defending any potential equal pay claims.

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### Appendices

Appendix 1 – Job Evaluation Policy

Appendix 2 – Job Evaluation Manager Guidance and Process Notes

Appendix 3 – Diversity Impact Assessment