



# Medway Council

## Job Evaluation Policy

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Lead Officer: Rebecca Merriman, Organisational Change Consultant



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## **1.0 Introduction**

- 1.1 Job Evaluation (JE) within Medway Council is the process of assessing the content of a job by analysing its core components such as knowledge, impact and responsibility. The evaluation of the demands of a particular job as opposed to the performance of the people doing them is at the heart of job evaluation.
- 1.2 Job evaluating posts at Medway Council benefits both staff and the wider council by ensuring that a fair process is applied consistently in the assessment of roles, minimising potential bias and discrimination.

## **2.0 Equality Statement**

- 2.1 The Council is committed to ensuring that no service user, employee, job applicant, partner, contractor, supplier or member of the public will be unlawfully discriminated, harassed or victimised on the grounds of race; ethnicity; nationality; ethnic or national origin; colour; disability; gender identity or presentation; marital or civil partnership status; maternity or pregnancy; family and caring responsibilities; sex; sexual orientation; age; HIV status; religion or belief; political beliefs; social class; trades union activity; or irrelevant spent convictions.

## **3.0 Scope**

- 3.1 The policy and procedures set out in this document apply to all employees on MedPay Terms and Conditions whose roles fall within Range 1 to 8. These roles are evaluated under the National Joint Council (NJC) Scheme, which is recognised by the Local Government Association and trade unions.
- 3.2 Job evaluation requests will be considered by Organisational Change on the following grounds:
- An approved creation of a new post
  - A substantial and material change in an existing posts duties/role as agreed by the line manager
  - Implementation of an approved Council or Service review/restructure

## **4.0 Gauge +**

- 4.1 Gauge+ is Medway Council's job evaluation system implemented in 2023. The software is specifically tailored to the recognised NJC job evaluation scheme.

## **5.0 Types of Job Evaluation**

### **5.1 New Posts**

- 5.1.1 New posts will require an evaluation to determine what range it falls within.

5.1.2 New roles that have been approved will need to have a completed job profile in the correct format to submit alongside their request for a job evaluation by the line manager here (insert link to service desk).

## 5.2 Re-evaluation of existing/vacant posts

5.2.1 Where a manager determines that the duties and responsibilities of an existing post have had a substantial and material change (e.g. changed by more than 30%) since it was last evaluated, a re-evaluation should be undertaken to ensure the range matches the requirements of the post.

5.2.2 The job profile, using the correct template, (insert link?) should be updated using tracked changes to highlight the amendments since the last evaluation and should be submitted alongside the evaluation request.

## 5.3 Evaluation due to Organisational Change

5.3.1 Where there is a need for new posts or changes to posts as part of an agreed organisational change project, job evaluation should be completed in line with this policy.

## 6.0 Responsibilities

### 6.1 HR

6.1.2 HR have overall responsibility for the application, monitoring and review of this policy. Members of the Organisational Change team have responsibility for the facilitation of job evaluation sessions, moderation and the appeals process, adhering to the timeframes outlined in section 10 of this policy.

### 6.2 Line Managers

6.2.1 Line managers should ensure they are familiar with the job evaluation policy and process, attending training where available and seeking the advice of HR where necessary.

6.2.2 Line Managers have responsibility for ensuring that job information submitted in their job profile and shared as part of the evaluation process is a fair and accurate reflection of what is needed in the post.

6.2.3 Line managers should ensure that as part of their preparation for an evaluation that they have consulted with the job holders where relevant to ensure they have a full understanding of the duties and responsibilities of the role.

6.2.4 Line managers must ensure that job roles are designed on the needs of the role and not the knowledge, skill and experience of an individual.

6.2.5 Where there are changes to a job profile as a result of this process, the manager should issue a copy of the updated job profile to all applicable employees, and update

any related documents that may link with the content of a job profile, for example, a Career progression Framework.

## **7.0 Evaluation**

### **7.1 Submitting a request**

- 7.1.2 Before submitting a job evaluation request, the line manager should initially consult their HR Business Partner (Include link to contact list) to clarify the role and demands of the post as well as any potential impact on other posts. This is to ensure all relevant information is considered prior to a formal evaluation request being submitted.
- 7.1.3 Managers should request their job evaluations via the [service desk](#), including as much information as possible e.g. the reason for the request, relevant post numbers and availability for evaluation sessions.
- 7.1.4 Managers should confirm with HR if they require any reasonable adjustments to support with completing the evaluation session.
- 7.1.5 Once a request has been approved, HR will schedule the evaluation session either in person or via Microsoft Teams.

### **7.2 Job Profiles / engagement with staff**

- 7.2.1 Whilst the evaluation focuses on the managers' knowledge and communication of the requirements of the role, we do require an up-to-date job profile to be submitted on the correct template as part of the job evaluation request.
- 7.2.2 In preparation for the evaluation, managers should consult with the current post holder(s) where relevant (i.e. where jobs have changed, with exception of proposed organisational change) to ensure that the knowledge, skills and experience required of the role have been captured and understood.

### **7.3 Who job evaluates?**

- 7.3.1 Job evaluation sessions take place with the manager who submitted the JE request and a trained member of HR. Using Gauge+, managers will be asked to respond to a set of on-screen questions drawn from a library of questions for all the competency factors that form part of the job evaluation process.
- 7.3.2 The HR team member supporting the evaluation will capture the responses given by managers to the tailored questions and the software in turn captures the logic behind the answers which then determines a level score for each factor leading to a final overall evaluation score which confirms the final Range of the post.

## **8.0 Moderation**

### **8.1 Job Overview**

- 8.1.2 Following the evaluation session a moderator will be assigned to quality assure the evaluation and check for any potential issues around consistency with other roles within the service and the wider council.
- 8.1.3 Once moderation has concluded a copy of the 'Job Overview' document generated from the system is sent to the manager to review for any areas that may need further review, if no comments or amendments are required the outcome of the job evaluation is then shared.

### **8.2 Job Profiles**

- 8.2.1 If following the evaluation process there are further amendments required to the job profile to reflect the outcome of the evaluation, this will be communicated to managers to update as part of the final outcome.
- 8.2.2 Where there are changes to a job profile as a result of this process, the manager should issue a copy of the updated job profile to all applicable employees, and update any related documents that may link with the content of a job profile, for example, a Career progression Framework.

## **9.0 Outcome of Job Evaluation**

### **9.1 Confirmation**

- 9.1.1 Confirmation of the job evaluation outcome will be sent via email to managers following the approval of the job overview and after any informal 1:1 moderation session, the confirmation will include the JE number, Confirmed Range and Post Number.

### **9.2 Informal 1:1 Moderation**

- 9.2.1 If following receipt of the evaluation outcome managers identify distinct errors in the duties and responsibilities, an informal 1:1 moderation can be undertaken with the moderator and the manager to review any areas that need to be addressed.
- 9.2.2 Managers should come to the informal 1:1 moderation with the specific areas of the job overview that they have identified as needing review, the session will not be a complete re-run of the evaluation.
- 9.2.3 If there have been any further amendments to the job profile in response to the outcome that need to be captured in the evaluation, managers should ensure the updated job profile with tracked changes is shared with the moderator ahead of the session.

### 9.3 **New Post Set Ups**

9.3.1 If the post being evaluated is new, when the outcome is confirmed a copy of the new post set up form will be attached and managers will need to complete, sign and return the first page of the form to HR, who will then complete the form and send to systems to be set up in the HR/Payroll System. This will then enable you to either commence recruitment activity or complete any changes as part of other HR processes.

### 9.4 **Re-grades**

9.4.1 If the outcome of an evaluation is that the post has been re-graded to a higher range, and there is a person in post the expectation is that they will move to level A of the new range.

9.4.2 When a role is re-graded the post holder would be assessed against the career progression framework for that role and confirmed as either an A, B or C.

9.4.3 A possible outcome of re-evaluation is that posts can be downgraded, for example in an organisational change. In these cases salary protection would apply as per the organisational change policy.

### 9.5 **Post changes following a re-grade**

9.5.1 If a post is regraded following evaluation, HR will process a change of post details form confirming the new Range and effective date.

9.5.2 Managers are responsible for ensuring any staff change forms for people in post are completed, moving them to their correct new level and range which dictates the salary.

9.5.3 On completion of the staff change form, and processing of the change by payroll, the employee will receive a variation letter from HR Support.

## 10.0 **Appeals**

10.1 There are limited grounds on which an appeal against job evaluation can be made as detailed in 9.2.1.

10.1.1 An appeal can be lodged by the affected employee(s) and/or the manager using the job evaluation appeal form, sighting the grounds for appeal. This should include any supporting information or argument to support your appeal as it is this document that will be shared with the appeal lead.

10.1.2 When an appeal is lodged by an employee only, the manager will be informed.

10.1.3 An informal 1:1 moderation must have been completed with the manager before an appeal can be submitted.

10.1.4 Employees may wish to seek support from a workplace colleague or trade union representative who can provide additional support to staff when completing their appeal submission.

## 10.2 Grounds for Appeal

10.2.1 For an appeal to be considered, one or more of the following conditions must be met:

- The policy and procedure for evaluation has not been fairly or correctly followed
- The employee/manager has reasonable grounds for arguing that a particular area of the job profile has not been reflected in the evaluation process.
- The job compares directly with another job that has a different Range which hasn't been addressed within the moderation process

10.2.2 If it does not meet the above conditions the appeal will be rejected detailing the reason why.

## 10.3 Process

10.3.1 A Job Evaluation Appeal Form must be submitted within 10 days of the receipt of the written confirmation of the evaluation outcome either from HR for managers or from managers for employees. Completed forms and supplementary evidence should be submitted on service desk via HR Advice where a confirmation of receipt will be sent.

10.3.2 A senior member of HR will be assigned as the JE Appeal Lead and will review the appeal information submitted and source any additional information required to assist with their review of the appeal.

## 10.4 Decisions and Notification

10.4.1 Following the end of the review, the JE Appeal Lead will confirm their findings in writing, with the possible outcomes including:

<b>Appeal upheld</b>	A new evaluation to be completed with new evaluator/moderator
<b>Appeal partially upheld</b>	Further moderation or specific amends to be made where required with the appellant
<b>Appeal not upheld</b>	The existing evaluation outcome stands

10.4.2 The person appealing will be notified of the results by letter including details of any revisions and amended job overview where relevant. The decision of the JE Appeal Lead is final.

10.4.3 Any changes determined by the outcome of an appeal including change to Range will be effective from the first of the month following the date of the original written confirmation of the outcome.



## **11.0 Timeframes**

### **11.1 Timeframes for evaluation and appeals**

11.1.2 Managers should allow one to two weeks from their initial request for their evaluation session to be scheduled and a minimum of five weeks from their initial request for the process to be fully completed including moderation.

11.1.3 An appeal should be submitted within 10 working days of the confirmation of the evaluation outcome.

11.1.4 The JE Appeal Lead will be appointed within 10 working day of receipt of the appeal form.

11.1.5 The JE Appeal Lead will complete the process within 20 working days and will contact those involved to confirm timeframes once appointed.

### **11.2 Implementation of Job Evaluation outcomes**

11.2.1 The earliest date an outcome of a job evaluation can be implemented from will be the first of the month following the confirmation of the outcome. E.g. if a re-grade was confirmed on the 10 April the earliest this re-grade could take effect from would be 1 May. If part of a planned organisational change the implementation of the grade change would be in line with the implementation date following consultation.

## Appendix A: Job Overview Example

# Job Overview

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The Job Overview report provides a summary of what is required for the job based on the answers that have been chosen during the evaluation.

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## Example Job Overview

Post Number:  
Reference: A1161  
Evaluator: Rebecca Merriman  
Date created: 30 May 2024

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### Knowledge

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The jobholder needs knowledge of the Organisation's relevant procedures or practices plus additional practical and procedural knowledge in order to do this job. The jobholder also needs an outline understanding of the relevant legislation related to their area of work. These relate to a range of different tasks, some of which are relatively complex. The jobholder needs to know all the available practices and procedures across a whole specialist area.

### Mental Skills

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The jobholder is regularly faced with problems or situations which they must resolve personally and some of the more difficult ones are not covered by existing rules, procedures or instructions. Analytical skills are needed in order to interpret available information. When trying to clarify one of the more complex problems that the jobholder has to resolve, the information required can come from a number of similar sources. The job involves developing plans for future actions, activities or events up to a month ahead.

### Interpersonal and Communication Skills

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The jobholder is, on occasions, required to motivate and/or train other members of staff. Advisory, guiding, negotiating, persuasive and/or empathic skills are required occasionally. The provision of varied information is required but to similar types of audience.

### Physical Skills

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Keyboard and/or mouse skills, for more than just e-mails, memos, short letters or the equivalent, are necessary and integral to the main duties of the job. The jobholder has to be able to use a keyboard and mouse with particularly high levels of speed or precision in order to complete tasks to the required standards and timescales.

### Initiative and Independence

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The jobholder's activities are undertaken in accordance with policies and procedures laid down by others, and the jobholder normally works from instructions or predetermined schedules which define how all the main task(s) are to be carried out. These instructions define the task(s) in detail but, if an unusual situation arises, the jobholder is expected to use their own initiative to deal with it.

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## Physical Demands

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The activities in this job are undertaken mainly in a sedentary position. There may be limited requirements for standing, walking, bending or stretching; or an occasional need to lift or carry items.

## Mental Demands

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Enhanced mental attention is required to ensure that the tasks and duties of this job are carried out correctly. This has to be applied over lengthy periods of time at least once a day. There is a need for concentrated sensory attention by the jobholder for lengthy periods. Working to deadlines is a feature of this job, requiring the jobholder and/or their team to complete a task or series of tasks by a pre-set time. The jobholder is occasionally subject to conflicting demands, with more than one person requiring a service or assistance simultaneously. Unavoidable interruptions occasionally make it difficult to complete the job duties.

## Emotional Demands

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The job involves handling, by telephone, people whose personal circumstances or behaviour could cause the jobholder emotional stress or upset. These are mainly users of the Organisation's services but exposure to behaviour giving rise to emotional upset is not an integral feature of the job (i.e. is not repeated within the normal cycle of activity).

## Responsibility for People - Well-Being

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The work requires common courtesy or consideration if members of the public are encountered but there is little, or no, direct impact on the actual well-being of individual, or groups of, people.

## Responsibility for Supervision, Direction, Co-Ordination of Employees

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The jobholder is not required to supervise or manage any Organisation employees. The job regularly involves the demonstration of duties to, giving advice and guidance to, or the training of other employees, students or trainees.

## Responsibility for Financial Resources

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The jobholder has a responsibility for financial resources, with a shared responsibility for income generation or expenditure budget(s) or Service Level Agreement. The jobholder has to account for expenditure, income, money in the form of cash, cheques, direct debits, invoices, or some other equivalent, where care, accuracy and security are particularly important. The sums involved are very large.

## Responsibility for Physical and Information Resources

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The jobholder's main responsibility for physical resources is for manual and/or computer information. The jobholder personally produces or processes some of this information and is responsible for the accuracy of the data produced by other people or for taking positive and unusual steps to ensure the accuracy, confidentiality and security of data produced personally.

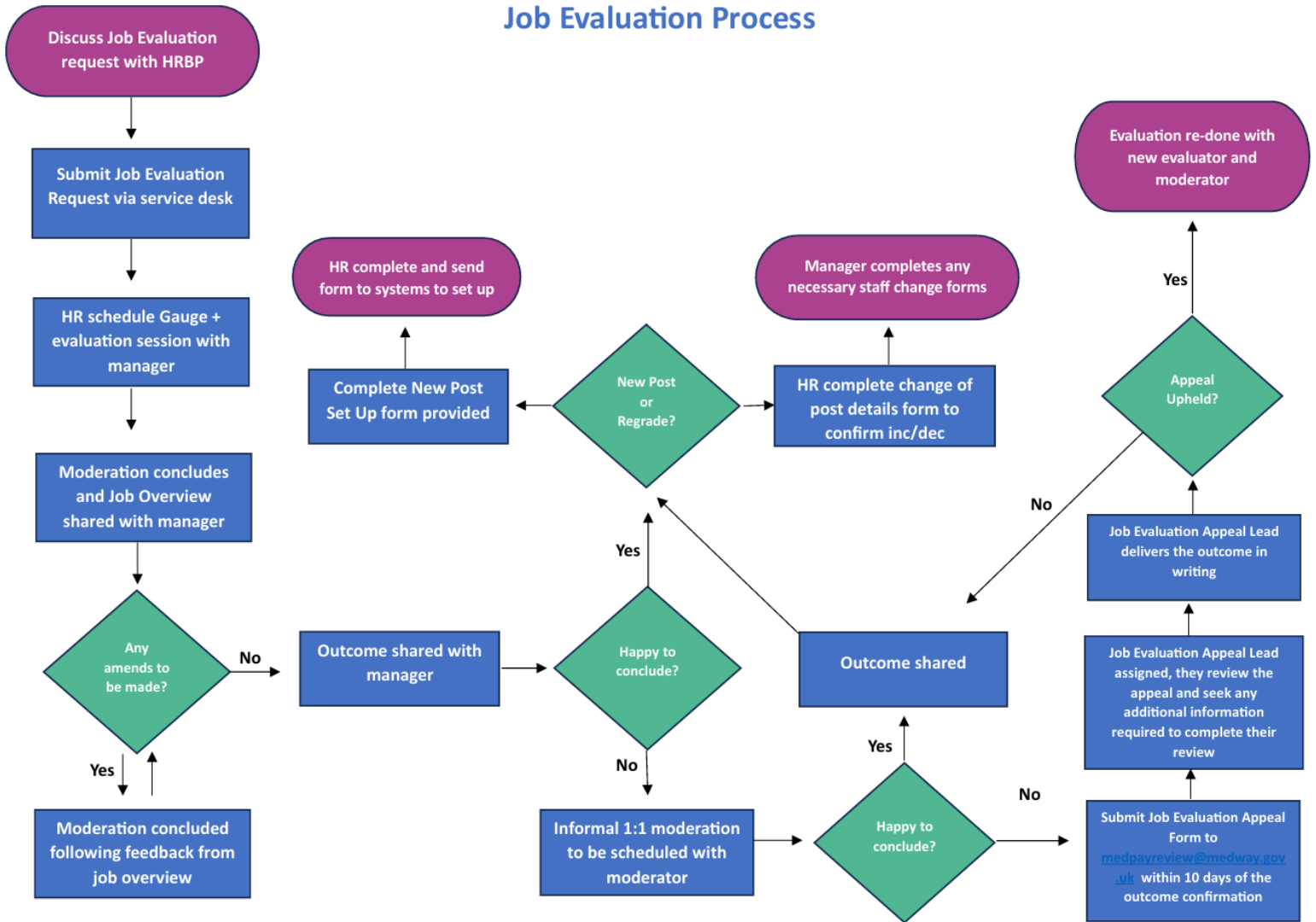
## Working Conditions

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The jobholder normally works indoors and free from exposure to disagreeable or unpleasant environments.

# Appendix B: Job Evaluation Process

## Job Evaluation Process



## Appendix C: Job Evaluation Appeal Form

Name of person submitting appeal:	
Job Title:	
Directorate:	
Service/Team:	
Evaluation reference and job title:	
Date of JE outcome confirmation email:	
Date of informal 1:1 moderation with HR: <b>(if informal 1:1 moderation not completed previously this should be actioned before appeal submitted)</b>	
I am appealing on behalf of:	Myself <input type="checkbox"/> My line report / team <input type="checkbox"/>
Grounds of Appeal <b>(delete those not relevant)</b> :	<ul style="list-style-type: none"> <li>• The policy and procedure for evaluation has not been fairly or correctly followed</li> <li>• The employee/manager has reasonable grounds for arguing that a particular area of the job profile has not been reflected in the evaluation process.</li> <li>• The job compares directly with another job that has a different Range which hasn't been addressed within the moderation process</li> </ul>
Please provide a full explanation of your reason for appeal, highlighting the purpose of any supporting evidence provided:  <b>(Please attach copies of any supporting documentation/evidence when submitting this form)</b>	
Signature:	
Date:	
	<b>For HR Use Only</b>
Date received:	
Intended date for appeal outcome (3 months from initial receipt of appeal form):	
JE Appeal Lead Assigned:	
Date of Initial Evaluation:	
Evaluator and Moderator:	