

# Job Evaluations

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# What is a job evaluation (JE)?

- Job Evaluation 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.
- It's important to note that Job Evaluation is different to Benchmarking

# How do we use JE at Medway?

- Within Medway, job evaluation is used to determine which range that role falls within. Carrying out job evaluations whenever a new role is created or when a restructure takes place can demonstrate a fairness within pay and helps to minimise bias and discrimination.
- In Medway we use the National Joint Council (NJC) job evaluation scheme that is used by many local authorities across the country. This is used to evaluate all roles from R1-8
- Service Managers and Strategic Service Manager roles are evaluated separately using the GLPC scheme

# GAUGE+

In 2023 we implemented Gauge+ part of parent company Pilat as our new job evaluation system.

Previously members of HR evaluated manually as a paper based activity using the NJC scheme, all evaluations were done based from job profiles provided – this led to inconsistencies of interpretation of the scheme and time consuming back and forth with managers, depending on the level of detail provided by managers in job profiles.



# GAUGE+

- Gauge+ software is specifically tailored to the NJC job evaluation scheme which is recognised by the Local Government Association and recognised trade unions.
- Trained members of HR will meet with managers who require a job evaluation of a role and using Gauge+, managers will be asked to respond to a set of on-screen questions drawn from a library of questions for all the factors that form part of the job evaluation process.
- The HR team member will capture the responses to these tailored questions and the software in turn captures the logic behind the answers which then determines a level score for each factor and once the evaluation has been completed, an overall score.
- The software can also generate a key document - the Job Overview which is a summary of the role based on the responses given.



# GAUGE+

This is an overview of what managers will see when they attend a JE session with a member of HR.

On the right you can see the 13 factors that all R1-8 posts are evaluated against. These are still the same factors that were evaluated against in the paper based scheme, the difference now is that it's a question tree based system where managers answer a series of questions for each factor and their answers indicate which routes the evaluation follows, leading to a final score for each factor which determines the final range of the post.

The benefit of this system and process is that it's manager lead – allowing HR evaluators to ask questions throughout for clarification (they can use the 'comment' box to add examples given or to capture manager thought process which can help in moderation)

It also allows for a good audit trail so we can review what questions were answered by the managers should there be any need to review during the process.

**Mental Skills**

Does this job require any mental, analytical, problem solving, judgemental or creative skills? 201a

Yes

No

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Comment

← Previous

☐ Suspend

✕ Cancel

- ✓ Knowledge
- ✕ Mental Skills  
299. The next few questions are to find ...
- 201a. Does this job require any mental, ...  
201. Is the jobholder regularly faced wit...
- ✕ Interpersonal and Communication Skills
- ✕ Physical Skills
- ✕ Initiative and Independence
- ✕ Physical Demands
- ✕ Mental Demands
- ✕ Emotional Demands
- ✕ Responsibility for People - Well-Being
- ✕ Responsibility for Supervision, Direction,...
- ✕ Responsibility for Financial Resources
- ✕ Responsibility for Physical and Informat...
- ✕ Working Conditions

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# GAUGE+

These are some examples of the questions within the system – you can see your progress on the right as you move through the factors, you're also able to go back if you feel you need to amend an answer.

Knowledge

Which option from the list below best describes the nature of the knowledge required to do the job? 128

Practical

Clerical

Procedural

Practical and procedural

Technical

**Professional**

Comment Previous Suspend Cancel

CIPD Level 5 required for this role

- ✓ Knowledge
  - 180. Before starting to answer any que...
  - 199. The next few questions are relate...
  - 101. Does the jobholder have to know ...
  - 128. Which option from the list below b...
  - 129. What level of understanding of the...
  - 130. Does the jobholder ALSO need to ...
  - 131. Does the jobholder require advanc...
  - 117. Could all the knowledge required f...
- ✗ Mental Skills
- ✗ Interpersonal and Communication Skills
- ✗ Physical Skills
- ✗ Initiative and Independence
- ✗ Physical Demands
- ✗ Mental Demands
- ✗ Emotional Demands
- ✗ Responsibility for People - Well-Being
- ✗ Responsibility for Supervision, Direction,...
- ✗ Responsibility for Financial Resources
- ✗ Responsibility for Physical and Informat...
- ✗ Working Conditions

# GAUGE+

This is another example which shows the helptext available on some questions and answers for guidance.

The HR facilitator is there to help managers interpret what the questions mean and how that might apply to their role. The question tree is used for all roles across the council so whilst some roles will fit easily with the questions others won't be as clear but HR can help to navigate this.

**Responsibility for Financial Resources**

1102

Is the jobholder personally responsible for any income generation, commercial management (including monitoring of Service Level Agreements) or expenditure budget(s)?

Income Collection and Generation: should be taken into account according to the appropriate factor level definition applying local conventions (help text). Income generation and expenditure sums should not be counted twice, but the nature of the combined responsibility should be taken into account. Examples of income collection and generation include: • "Bidding" for grants from Government and other grant-giving bodies; • Developing and maintaining financial partnership arrangements with other bodies, including the private sector; • Council tax and other revenues; • Commercial management, including monitoring of, for example, Service Level Agreements. Responsibility for commissioning or procurement services should be measured under the Physical Resources factor.

Yes, personally responsible
(i)

To be "personally responsible", the jobholder must have at least a measure of personal discretion over how the income is generated or how the expenditure budget is spent or monitoring Service Level Agreements. The jobholder will be accountable to others if the end results are not in accord with the budget.

No, but does have a shared responsibility

No, but some financial responsibility

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Comment
← Previous

☐ Suspend
✕ Cancel

- ✓ Knowledge
- ✗ Mental Skills
- ✗ Interpersonal and Communication Skills
- ✗ Physical Skills
- ✗ Initiative and Independence
- ✗ Physical Demands
- ✗ Mental Demands
- ✗ Emotional Demands
- ✗ Responsibility for People - Well-Being
- ✗ Responsibility for Supervision, Direction,...
- ✗ Responsibility for Financial Resources
  - 1199. The next few questions are to de...
  - 1101. Does the jobholder have any dire...
  - 1102. Is the jobholder personally respo...
  - 1103. How big is the income generatio...
- ✗ Responsibility for Physical and Informat...
- ✗ Working Conditions



# GAUGE+

At the end of an evaluation the system can also generate a Job Overview document which is shared with managers, it's a generic report based on the question trail and outcome of the factors, its a useful tool for getting a sense of whether the overview reflects the right level of responsibility and knowledge or whether there's a need to go back and review any areas where more moderation is needed.

## Job Overview

[Summary](#)
[Job Overview](#)
[Factor Profile](#)
[Question Trace](#)
[History](#)
[Jobs](#)
[Reports](#)
[Notes / Resources](#)

[Overview](#)
[Comments](#)



### Knowledge

The jobholder needs knowledge of the Organisation's relevant procedures or practices plus additional professional knowledge in order to do this job. The jobholder also needs a detailed understanding of the relevant legislation related to their area of work and an outline understanding of the underlying concepts and principles of the specialist area within which this job operates. The jobholder needs to know all the available practices and procedures across a whole specialist area. There is also a need for detailed knowledge of the policies and procedures relating to more than one other service.

### Mental Skills

The jobholder is regularly faced with problems or situations which they must resolve personally, usually done by applying existing rules, procedures or instructions. The nature or scope of some of these problems will not be apparent on first inspection and will require the jobholder to assess the situation first. The job involves developing plans for future actions, activities or events, up to a month in advance.

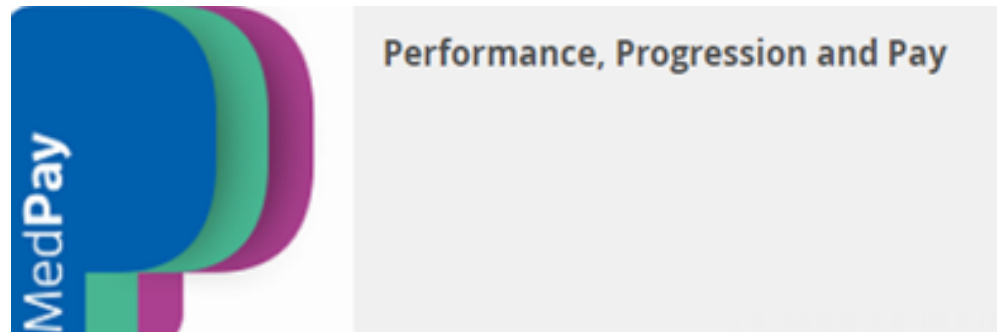
### Interpersonal and Communication Skills

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 regularly at an enhanced level. The exchange of complicated and/or sensitive information is a requirement of the job. The communication of this information can be carried out orally or in writing, with a range of quite different types of audience. The information can sometimes be both complex and potentially contentious.

### Physical Skills

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 both precision and speed.

# Process to request



Managers need to request their job evaluations via service desk, the option to 'request job evaluation' is currently available on the HR advice page of Service Desk and via the Performance, Progression and Pay page of service desk.

We also have a dedicated page on Medpace to Job Evaluations with FAQ's links and process information.

Job Evaluations we're currently doing are:

- New posts that have been approved
- Posts within MedPay review and org change work that are either new posts within structures and anything with changes of 30% or more

SLA's for Evaluations: allow 1-2 weeks from initial request for your session to be scheduled and 5 weeks from initial request for the process to be completed including moderation

[Request HR Advice - General Query >](#)

[Request HR Advice - Payroll Query >](#)

[Request HR Advice - Medpay Query >](#)

[Request HR Advice - Organisational Change Query >](#)

[Request Job Evaluation >](#)

[SelfServe4You - Password Reset >](#)

# Job Evaluation Process

