



Job Evaluation & Review of Grading Policy

Document Status: Final

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.02

Date: October 2022

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
April 2022	Version 1	New policy outlining Job Evaluation scheme and process for reviewing grades
July 2022	Version 2	Updated following feedback

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Appts & Staffing		September 2022

Approvals Minor Change and Scheduled Review

Name	Title	Approved
Anica Goodwin		
TULG		

Approval Path

Major Change

Originator
 Owner
 TULG
 CMT
 Appts & Staffing Committee

Action

HR
 Head of Paid Service
 Consultative Group
 Corporate Approval
 Council Approval

Minor Change

HR
 TULG
 Director

Submission
 Consultative Group
 Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute as a NON-MANDATORY policy and will also be available on the Intranet.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

Contents	Page
1 Introduction	5
2 Purpose of the Job Evaluation Scheme	5
3 Scope	6
4 New jobs	6
5 Roles reconfigured as a result of a management decision	6
6 Postholder(s) request evaluation	6
7 Composition of evaluation panel	6
8 The procedure for evaluation	6
9 Appeals	7
10 Terms of reference for appeals panel	7
11 Grounds for appeal	8
12 Timescales	8
13 Notification	8
14 Dissatisfaction with the appeal outcome	9
15 Equality & Diversity	9
 Appendices	
1 Application for a review of grade	10
2 Moderation Template	11
3 Community Impact Assessment	12

1 Introduction

Job Evaluation is a technique for comparing the relative demands, skills and responsibility of jobs, usually as the basis for a grading and pay structure. As the name implies, job evaluation is about comparing the demands, skills and responsibility for the job, not people. Job evaluation do not assess how individuals perform, nor how their work is organised, nor whether they have the appropriate skills and knowledge for the work.

2 Purpose of the Job Evaluation Scheme

Job evaluation provides a mechanism for ensuring that the organisation is paying equal pay to women and men for work of equal value and thus complying with equal pay legislation. This requires that any scheme applied is designed in accordance with equal value principles and that it is implemented in a fair and unbiased manner.

The job evaluation scheme consists of:

- A set of headings called factors under which jobs are analysed to make the process of comparison easier;
- A scale or level for demand for each factor;
- A points scoring system for each factor;
- Numerical weighting to reflect the importance of the factors. For example, Knowledge and Responsibility factors are weighted higher than Effort & Environmental factors.

Tamworth Borough Council uses the Gauge job evaluation scheme which has been approved by our recognised trade unions following consultation.

The scheme has 13 factors consisting of:

Knowledge and skills factors

- 1) Knowledge
- 2) Mental Skills
- 3) Interpersonal Skills
- 4) Physical Skills

Responsibility factors

- 5) Initiative and Independence
- 6) Responsibility for people
- 7) Responsibility for supervision
- 8) Responsibility for financial resources
- 9) Responsibility for physical resources

Effort & Environmental Factors

- 10) Mental Demands
- 11) Emotional demands
- 12) Physical demands
- 13) Working conditions

3 Scope

All new roles are job evaluated. Existing roles are re-evaluated as a result of any significant changes to the duties or responsibilities of the post and either the post holder or manager feel that the grade of the job may be affected. If the evaluation results in an increase in grade if this is a permanent change the grade will increase, however where this is temporary increase the change will be in line with the Honoraria, Acting Up and Ex-Gratia Payments policy.

4 New Jobs

New jobs will initially be evaluated by a member of HR, trained in job evaluation, prior to the business case being agreed or approval being granted by the Appointments & Staffing Committee. The line manager for the role will be in attendance to answer any questions and the evaluation will be reviewed against a role profile (an amalgamation of a revised Job Description and Person Specification).

Furthermore, the line manager or employee may request a new post's grade be reviewed once the responsibilities have bedded down in the operational environment after a period of 6 months.

5 Roles reconfigured as a result of a management decision

In the first instance, management (the line manager in conjunction with the Assistant Director/Executive Director) should produce a role profile to demonstrate the changed requirements of the role. If the new / amended role affects existing job holders it is appropriate to commence consultation with job holders and/or their trade union representatives. However, the revised role should be subject to the agreed job evaluation process before consultation commences.

6 Postholder(s) requests evaluation

Where an employee feels their job has changed significantly, they should initially discuss this with their line manager. If both agree that the changes to the job are material to the responsibilities of the job and it will be a permanent feature, an application for Review of Grade should be submitted to Human Resources (Appendix 1). This should also detail a summary of how the role has changed and management's comments as it will only be re-evaluated with the line manager's approval. Managers should be aware that any cost attached to the increase in grade to posts, is to be met from existing staffing budgets and it is the responsibility of the budget holder to ascertain sufficient finances are available, both at the initial grade change and for any subsequent incremental progression and/ or back pay (if applicable). Review of grade requests apply only where the duties of the post have changed, not where an individual's contribution or competency has changed.

7 Composition of evaluation panels

The evaluation will be carried out by a trained member of the HR Department and the line manager. The employee will also be present with their Trade Union Representative if requested.

8 The procedure for evaluation

All requests for evaluation for a new role or an existing role must be completed in writing using the form at Appendix 1 with authorisation from Executive Director or Assistant Director to the Head of HR & OD. The post holder and line manager must agree a revised job profile to reflect the role. |

An evaluation will take place led by a representative of HR with the line manager and post holder in attendance, using the new role profile to score against the 13 factors. If parties fail to reach a consensus on the scoring, then further information should be requested from the line manager/job holder and this will be noted within the JE system. If there are differences of view between the line manager and job holder over the information in the role profile, information that forms evidence of duties should be considered e.g., factual records, diaries or equivalent. Other information can be submitted, for example organisation charts.

Upon conclusion of the evaluation, the score will then be moderated by a second member of Human Resources or the Assistant Director People for consistency on both a factor by factor and total score basis against other evaluations on Gauge. The grading will not be confirmed until this moderation is completed. The moderator will review the role profile and the question trace for the previous scoring, revised scoring and factor correlations and may ask questions for clarity.

When this process is complete, there are three possible outcomes:

- 1) There is no change to the score, making the original evaluation the correct one for the job;
- 2) There is a change to the score but this is not sufficient to change the grade of the job, making the original grade correct;
- 3) The score changes sufficiently to alter the grade of the job.

The line manager and employee will be advised of the outcome of the grading by HR.

Question traces are not issued to employees or line manager to protect the integrity of the scheme.

9 Appeals

An employee (or group of employees) who wishes to appeal the outcome of the evaluation must submit the appeal in writing to the Head of HR and Organisational Development, through their line manager, within 20 working days of communication of the outcome. They must explain under each of the relevant JE factor headings the information they considered should have been taken into account. The appeals procedure relates only to the outcome of the Job Evaluation process.

10 Terms of reference for appeals panels:

An Appeals Panel will be convened to conduct the formal appeals hearing. The Appeals Panel will consist of the Executive Director Organisation or another Executive Director who will have had no previous involvement and a member of HR who may have undertaken the original evaluation or moderation.

The appeal panel will:

- Apply the procedure exactly as for the original evaluation.
- Consider whether the new information/representations change the original evaluation.

The purpose of the meeting is to enable Appeal Panel members to fully understand the reason for the appeal and clarify any areas of misunderstanding. The appellant may make oral or written representations to the panel, either in person or through a trade union representative or workplace colleague. The representative may speak on behalf of the appellant. The purpose of the oral representations is to clarify any issues. The line manager will be requested to attend to answer any operational questions. The appellant, their representative and line manager will then be asked to leave in order for the re-evaluation to take place.

The appellant should be made aware from the outset that possible outcomes are:

- The job score remains unchanged.
- The job score goes up but no change to the grade.
- The job score goes up with a corresponding increase in pay grade.
- The job score goes down but no change in pay grade.
- The job score goes down with a corresponding reduction in pay grade.

The decision of the Appeals panel will be final.

11 Grounds for Appeal

An employee (or group of employees) may appeal against the evaluation of their job on one or more of the following grounds:

- Insufficient or otherwise inadequate information was available to the panel which undertook the initial evaluation of the job.
- The available job information was misunderstood or misinterpreted by the evaluation panel.
- The job is significantly different from that which was evaluated.
- The job has changed significantly since the original evaluation.

12 Timescales

The formal appeal must be submitted to the Head of HR and OD within 20 working days of being advised of the moderated grade, unless agreed otherwise because of unavailability, sickness etc.

13 Notification

Notification of the outcome will be in writing by HR. Any subsequent formal variation to the terms and conditions will be handled in the normal way.

Where the appeal results in a change of pay grade with consequent changes in salary then this should be implemented from the date at which the changes to the

role were deemed to be effective. This will already have been agreed between the job holder and the line manager, prior to the submission of the regrade application.

14 Dissatisfaction with the appeal outcome

Where there is no change in the grading, further requests for evaluation will not be considered for a period of six months from the appeal decision

15 Equality & Diversity

The Job Evaluation Scheme has been designed to be free from gender bias and discrimination.

Equality features of the factor plan include

- A number of separate Knowledge and Skills factors, to ensure all are fairly measured
- Interpersonal skills and Emotional Demand factor to help avoid 'people' jobs being undervalued
- Physical Skills and Physical Demands factors, to help avoid jobs with manual features being undervalued
- A number of separate Responsibility factors, to ensure all forms of responsibility are fairly measured. It is important not to count twice for the same responsibility.

Appendix 1

Application for a review of grade

Job Holder Name
Job title
Department

Checklist for completion

1	Original request from the employee	
2	Revised and agreed role profile	
3	Summary of the changes in role since the last evaluation	
4	Line Manager/Assistant Director comments	

Date any regrade takes effect

Note –this is normally the date the applimate for regrade is submitted

Signature	Date	Role
		Employee
		Line Manager
		Assistant Director

Appendix 2 – Moderation Template

Moderation of JE following review of role

Job Holder	
Job Holder Title	
Gauge reference	
Original Score	
New Score	
Moderated Score	
Factors changed	
Moderator Comments	
Factor Correlation check	Knowledge v Mental Skills Knowledge v Initiative and Independence

Factor/ Question Number	Answer	Comments / Evidence for change

Moderator:	
Date:	



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Job Evaluation	
Date Conducted	October 2022	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input checked="" type="checkbox"/>
	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide guidance on Job Evaluation and grading reviews

Who will be affected and how?

All employees - This policy provides guidance on the process.

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

All employees

Honoraria, Acting Up and Exgratia payments policy

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities

Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment		
From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications		
Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
Not applicable. The policy is explicit on equality and diversity considerations within the job evaluation framework				

Date of Review (If applicable)

This page is intentionally left blank