
Job Evaluation Policy

SHARED SERVICES



Council of the
ISLES OF SCILLY

October 2015

REVISIONS TO SOURCE DOCUMENT

Version		Approving Committee	FAS
Date		Ratified by Council	
Responsible Officer		Review Date	

Version History			
Date	Version	Author/Editor	Comments
2013	1.0	HR+OD Manager	Current policy
06/06/15	1.1	LWJ	Review and update
17/07/15	1.2	LWJ	Revisions following staff consultation
08/09/15	1.3	TJW	
05/10/15	1.4	SO: SS	Revisions following SCG
04/02/16	1.5	SO: SS	Remove 'draft'. Add 'Nature on heading at Annexe 1, 4.1
22/03/16	1.6	SO:SS	Change SLT to CLT
11/10/16	1.7	SO:SS	Addition of 6.2, changing following numbering within para 6

Equalities Impact Assessment Record					
Date	Type of Assessment Conducted	Stage/Level completed (where applicable)	Summary of Actions Taken Decisions Made	Completed by.	Impact Assessment Review date

Document retention	
Document retention period	

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Law relating to this document:
Equal Pay Act 1970

POLICY STATEMENT

- 1.1 Job evaluation is a method of determining on a systematic basis the relative quality of a number of different jobs within an organisation and provides a rational basis for the design and maintenance of an equitable and defensible grading structure. Job evaluation assesses the demands of a job and determines the relativities between one role and another.
- 1.2 The Council of the Isles of Scilly and its recognised Trade Unions, Unison and UCATT, have taken great care to ensure that Job Evaluation has been applied fairly, transparently and objectively. But it also recognises that new posts may arise or existing posts may change substantially over time and there will need to be a process for jobs to be evaluated or re-evaluated within the job evaluation scheme.
- 1.2 Provision therefore exists whereby employees, or their managers, may request a re-evaluation of the post if they consider that the level of duties and responsibilities has changed substantially since the grade was originally/last determined by job evaluation. A re-evaluation of posts may also be necessary as part of a re-organisation due to business need.
- 1.3 The Council reserves the right to re-evaluate a job or job groups where it feels that the above criteria apply. Any such re-evaluations will be agreed through the Corporate Leadership Team (SLT), approved by Finance for budgeting, and discussed with the employee/s prior to re-evaluation taking place.

THE COUNCILS COMMITMENT

- 2.1 This policy must be seen in the context of the Council's commitment to meeting its obligations under the Equal Pay Act 1970 and seeks to ensure employees receive equal pay for work of equal value. The Council will maintain the integrity of the job evaluation process through the use of pay controls and the integration of job evaluation into the recruitment and organisational change processes.

SCOPE OF THE POLICY

- 3.1 This policy will apply to Council employees and this policy should be read in conjunction with other Human Resources policies and procedures, such as Grievance Policy and Pay Policy Statement, including pay protection.

JOB EVALUATION REQUESTS

- 4.1 All requests for job evaluation or re-evaluation must be accompanied by a completed Role Profile, Job Evaluation Questionnaire and Organisation Structure chart.

- 4.2 Job Evaluation may be requested where a new post has been created; where a post has changed significantly and permanently; significant new responsibilities have been added to or removed from a post, e.g. a change in reporting lines.
- 4.3 In the event that a Manager feels there is a substantial reduction in job content or level, advice must be sought from Human Resources. Advice on what constitutes a 'substantial' change can also be sought from Human Resources.
- 4.4 Requests for a job evaluation can arise through one of the following reasons:
- 1) Current Job
 - a) An employee deems that their job has changed significantly and permanently and initiates the request for a re-evaluation;
 - b) One or more jobs have changed significantly in a structure and the Manager initiates the request for a re-evaluation;
 - 2) New Job
 - a) Creation of a new job/s requiring a full job evaluation;
 - 3) Reorganisation
 - a) Job Change -where there is a business unit re-organisation involving the re-design of jobs or new jobs being identified;

and/or
 - b) The Reporting, or Line Management, Structure has been changed.
- 4.4 Re-evaluation will require a review of the job through the job evaluation scheme. As a result of re-evaluation, the JE score for the post may go up, down or could stay the same and therefore so could the salary for the post.
- 4.5 The date at which any grade and subsequent pay adjustment will take place is the date of submission of the 'Job Evaluation Questionnaire' form.

JOB EVALUATION PROCESS

AN EMPLOYEE INITIATING A REQUEST

- 5.1 An employee initiates a request to their manager for a re-evaluation of their post. They must submit:
- a) Job Evaluation Questionnaire which should set out the grounds for the re-evaluation i.e. detail the increased level of responsibility and duties of the post.
 - b) Role Profile

- 5.2 If the manager does not agree with the changes stipulated by the employee in the Role Profile and/or Job Evaluations Questionnaire, the manager may decide not to support the employee's application. If this should occur the re-evaluation will not go ahead. However, every effort should be made by the manager to explain why the application is not supported. Should the employee still disagree with the manager about the changes to their role, they may go to Human Resources for advice or guidance which may result in the employee going through the grievance procedure to explore the disagreement on the matter if the matter cannot be resolved through Human Resources. The outcome of the grievance procedure will decide whether the re-evaluation should go ahead.
- 5.3 Following notification of the results of either an evaluation or a re-evaluation, Human Resources will inform the employee/s of the outcomes as appropriate. It is the responsibility of Human Resources to ensure that any changes are made through the use of the Notification of Change (NOC) Form.

A LINE MANAGER INITIATES A REQUEST

- 5.4 A line manager initiates a request to their senior manager for a re-evaluation of post/s within their section, following the submission of (i) a Business Case for the change in structure, including an equality impact assessment and (ii) details of any consultation required for the re-organisation (as notified by HR).

They must submit:

- a) Job evaluation questionnaire for each post which should set out the grounds for the re-evaluation/s i.e. detail the increased level of responsibility and duties of the post.
 - b) Role Profiles
- 5.5 Following notification of the results, Human Resources will inform the manager and employees concerned of the outcomes as appropriate. It is the responsibility of Human Resources to ensure that any changes are made through the use of the Notification of Change Form (NOC) form.

THE JOB EVALUATION PANEL

- 6.1 Any Panel convened for the purpose of Job Evaluation must comprise three members of staff which, where possible, will include a Trade Union representative, all of whom must be fully trained in the appropriate Job Evaluation Scheme. A representative from Human Resources will manage the process and attend the Panel as a Technical Advisor to record outcomes and ensure consistency and fairness.
- 6.2 Where a panel cannot be convened as in 6.1 above, the Council reserves the right to include an independent external representative, trained in the appropriate Job Evaluation Scheme, as a third member of the panel.

- 6.3 Panel members will not be entitled to participate in the evaluation of a post for which they have line management responsibilities or are a member of the section.
- 6.4 Where clarification is required, the Panel has the right to request that a Manager or Employee attend to give verbal evidence.
- 6.5 Job Evaluation Panels will be convened on a quarterly basis, unless business need dictates otherwise.

APPEAL PROCESS

- 7.1 An employee who wishes to appeal against the result of their re-evaluation has the right to appeal. The appeal should be made in writing to Human Resources within 20 working days of the decision and the reasons for the appeal must be stated. Individuals will not be able to attend the appeal to 'state their case' and must, therefore, ensure that their written submission is comprehensive. Advice and guidance on writing a statement may be sought from Human Resources.
- 7.2 The application will be re-evaluated by another JE panel, whose members were not involved with the original evaluation. In all appeal cases, the decision of the appeal will be final and there will be no further right to appeal. Where a decision is unable to be made on the information provided, clarification may be sought.
- 7.3 Individual re-evaluated scores will not be published to the employee. However reasonable information to assist in understanding the results of the outcome will be provided on request from the original job evaluation panel.



COUNCIL OF THE ISLES OF SCILLY

JOB EVALUATION QUESTIONNAIRE

INTRODUCTION

Job Evaluation is a method of determining on a systematic basis the relative importance of a number of different jobs. The Council's Job Evaluation Policy explaining the full processes can be found at <Y:\Shared Resources\Policies\Job Evaluation Policy oct 2015.pdf>

Job Evaluation may be requested where a new post has been created; where a post has changed significantly and permanently; significant new responsibilities have been added to or removed from a post, e.g. a change in reporting lines.

In the event that a Manager feels there is a substantial reduction in job content or level, advice must be sought from Human Resources. Advice on what constitutes a 'substantial' change can also be sought from Human Resources.

An employee may initiate a request to their manager for a re-evaluation of their post and must submit:

- c) Job evaluation request form which should set out the grounds for the re-evaluation i.e. detail the increased level of responsibility and duties of the post
- d) Role Profile
- e) The completed and signed Job Evaluation Questionnaire

A Manager may initiate a request to their Senior Manager for a re-evaluation of a post or posts within their section and must submit:

- c) Job evaluation request forms for each post which should set out the grounds for the re-evaluation/s i.e. detail the increased level of responsibility and duties of the post
- d) Role Profiles
- e) The completed and signed Job Evaluation Questionnaire
- f) A Business Case for the change in structure, including an equality impact assessment
- g) Details of any consultation required for the re-organisation (as notified by HR)

The purpose of this questionnaire is to record the key information and the job content of the post, to enable the JE Panel to carry out an objective evaluation. The information should relate to the post and not to the person who occupies it at present.

The Council's HR Section may contact either of the parties involved in order to clarify specific detail or any further information that may be necessary before the post is submitted to the JE Panel for evaluation.

If necessary, further advice on completion of this questionnaire may be sought from the trade union representative, the Council's HR Section or a trained Job Evaluation Panellist.

1 BACKGROUND INFORMATION

Job Title:

Business Unit:

Section:

1.1 Main purpose/reason for the Post

Describe in your own words and in no more than one or two sentences, the overall purpose of this role in the Council.

Insert the Section Structure Chart, showing reporting lines

1.2 Main Responsibilities, Duties and Tasks of this Post

List the main duties and key tasks (to a maximum of ten) showing their frequency of occurrence, indicating what you consider to be the average percentage of working time spent on each to the nearest 10%.

	Main Duties or Key Tasks	Frequency - daily, weekly, Monthly, etc	Average % of time
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
	Total		100%

Please specify the amount to which the postholder has signing power **£**

2 SUPERVISION AND MANAGEMENT OF OTHER PEOPLE

This section measures the degree of responsibility for the supervision and management of employees and others whose work for the post can be considered directly accountable for.

2.1 Does this post supervise or manage other employees of the Council?

YES *(complete the remainder of this section)*

NO *(go to section 3)*

2.2 How many people does this post manage?

2.3 Is this supervision shared with anyone else?

YES *(complete the following table)* NO

	Number	Job titles
Directly supervise		
Share supervision of		
Supervise as a formal deputy for		

2.4 If numbers supervised vary throughout the year, please indicate:

Maximum and minimum numbers

Timescales e.g. volunteers

2.5 Are the post holder's supervised employees based at the same place of work, on different sites or mobile?

2.6 How often would the postholder be at the same location as the people you supervise?

2.7 Please give a brief explanation / examples of the responsibilities for supervising or managing other employees in respect of:

Allocating and checking their work	
Undertaking recruitment, appraisals or reviewing performance	
Arranging or co-ordinating their training and development	
Taking disciplinary action in respect of their capability or conduct	
Managing their compliance with personnel procedures e.g. health & safety, absence etc	

2.8 To what extent is the work in this role determined or assisted by guidelines, procedures, systems or external legislation? Please give some examples.

2.9 Is this post responsible for the setting of guidelines, procedures, systems and working practices? Please give some examples

2.10 If this post has deputising responsibilities which include supervising other employees, what do these involve and how do they occur, e.g. lunch cover, holiday etc.

How often do they occur?

What decisions can be made e.g. full or part or whether referred to a higher manager

2.11 If there is a current postholder, does that person lead any project teams, please give brief details of their purpose and likely end date.

2.12 Does this post have any supervisory responsibility for contract or agency workers?

YES (*complete 2.13*)

NO (*go to section 3*)

2.13 What is the nature and frequency of the responsibility at 2.12?

3 CREATIVITY AND INNOVATION

This section deals with details of the extent to which this post requires innovation and imaginative responses to issues and in the resolution of problems.

Innovation is defined as the act or process of inventing or introducing something new.

Creativity is defined as the ability to use the imagination to develop new and original ideas or things.

- 3.1 Give examples of areas where the post requires creativity and innovation in, for example, design, specifications and tendering, counseling and caring, application of ICT, policy development, interpersonal skills, written or spoken words.
- 3.2 Give examples of this role's typical daily/weekly responses to problem solving?
- 3.3 Give examples of where this post would have to find a solution or a new response to an issue or problem / indicate how frequently each type of problem / situation is likely to occur?
- 3.4 To what extent is the work determined or assisted by guidelines, procedures, systems or external legislation? Please give examples.
- 3.5 If this post is responsible for the setting of guidelines, procedures, systems and working practices, please give examples.

4.3 Please give examples of any circumstances where you negotiate on behalf of the Council and how often this occurs?

4.4 If the postholder has to communicate with contacts on matters of a complex and/or contentious nature, please give examples and indicate how often this would occur

5 DECISIONS

This section measures the requirement of the post to make decisions as a regular feature of the role and the consequences of those decisions. It is split into two sections: Discretion and Consequences.

DISCRETION

5.1 Please give examples of the most important decisions which you are required to make. Please distinguish between decisions for which you have authority and those which are recommendations to others. Please indicate who your decision affects e.g. your immediate work colleagues, other council staff, the public, other organizations etc.

Decisions for which this postholder has authority	Who does the decision affects e.g. clients, other departments, corporate policy, service provision, partnerships etc

Recommendations this postholder would make to others	Who does the decision affects e.g. clients, other departments, corporate policy, service provision, partnerships etc

5.2 What types of problems would the postholder seek advice from their manager?

5.3 Give examples of the policies, procedures, working standards or guidelines which determine the decisions the postholder can make.

- 5.4 What financial or operational limits are there to the decisions this postholder can make?
- 5.5 Describe how readily advice is available to you when making decisions eg frequency of availability of manager, access to manuals or instructions etc
- 5.6 If this post requires preparation of reports for Committee, please give examples.
- 5.7 If this post requires reports to be presented to Committee, please give examples.

CONSEQUENCES

- 5.8 Please indicate the major consequences for clients, the public, work colleagues or for the Council, of decisions or recommendations made by the postholder? Where appropriate use example/s from 5.1 above
- 5.9 What would be the main implications if something goes wrong as a consequence of the above decisions or recommendations?
- 5.10 How would the error be rectified and how quickly could this happen?
- 5.11 Who would the postholder inform?

6 RESOURCES

Please provide information on personal and identifiable accountability for physical (equipment, plant, buildings and materials) and financial resources (cash and cheques) including those of clients.

This factor also takes into account electronic and physical data.

This factor does not take into account budgetary responsibility.

6.1 Please describe the resources the postholder is personally responsible for, how often these are handled, the average duration in time (e.g. 2 hours driving a vehicle, 1 hour using equipment) and whether these resources are sole or shared responsibilities?

Resource, frequency of use and average time	Level of responsibility – sole or shared (If shared please state post title/s)

Please provide information on the following four elements characterising the environment within which the post carries out their work.

The assumption will be made that the Council's procedures and safe working practices under health and safety legislation have been strictly adhered to.

WORK DEMAND

This factor measures the impact of deadlines, interruptions, changes in priorities and resource conflicts on the post.

7.1 Is the work plan subject to change or interruption?

YES (*complete 7.2*)

NO (*go to 7.3*)

7.2 Please give examples, including details, of what causes the interruption and the frequency

7.3 What deadlines, including details of frequency, are included in the work routines?

7.4 Does the post have to resolve situations where there are conflicting priorities / resource needs?

YES (*complete 7.5*)

NO (*go to 7.6*)

7.5 Please give examples, including details of frequency, of situations the post encounters, explaining how the post resolves them.

PHYSICAL DEMAND

This factor considers the amount and continuity of physical effort required.

- 7.6 What kind of physical effort is involved in this job? Eg standing, walking, lifting, cleaning, typing, etc? Please give examples of main activities and indicate the approximate time per day spent on each activity:

Type of Activity	Average hrs/mins per day

WORKING CONDITIONS

This factor considers the exposure to disagreeable or unpleasant working conditions.

- 7.7 Indicate the posts normal place/s of work? (e.g. office, workshop/depot, residential centre, clients house, outside, driving etc.) Where more than one place is specified please indicate the relative time spent in each.

Location of work	Frequency	Average duration

Location of work	Frequency	Average duration

7.8 Is the post exposed to any disagreeable conditions (e.g. working outside, noise, dirt etc.)?

YES (complete 7.9)

NO (go to 7.10)

7.9 Please indicate the type of condition, frequency and duration of exposure (e.g. 2 hours every day)

Type of condition	Frequency	Average Duration

WORK CONTEXT

This factor considers the potential risk to health and wellbeing inherent in the job, including abuse, aggression and risk of injury from the public. This factor also assumes that the Council’s procedures and safe working practices under health and safety legislation have been strictly adhered to.

7.10 Is there any potential risk to your personal safety or health?

YES (*complete 7.11*)

NO (*go to 7.12*)

7.11 Please give examples stating who or what poses the potential risk and the frequency of exposure

Potential risk	Frequency

7.11 If working with the public or clients how would the postholder summon the immediate support of colleagues if this was necessary?

Type of knowledge/skill	Depth of knowledge/skill/qualifiaction

8.2 Please provide information on the ICT skills and systems which would be expected to be used for the work in this role? (eg e-mail, spreadsheets, specific computer programs, specialist equipment etc.)

8.3 Please describe briefly the type of background experiences that are considered most appropriate to the work of this post: (for example this may include details of practical on-the-job experience, academic study, formal/technical training or some socially acquired skills)

9 FURTHER OBSERVATIONS

9.1 Are there any other points to make which you consider have not already been adequately covered in this questionnaire?

Please ensure the Declaration on the final page has been signed and dated by the Post Holder (where appropriate) and all Managers

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This page to be removed by HR before submitting to the evaluation panel

DECLARATION

Please sign the following statement:

I consider that this questionnaire is a fair and accurate statement of the requirements of my post

	Signature	Date
Post Holder		
Line Manager		
Senior Manager		

For HR use only:

Job Title:

Business Unit:

Section:

Date issued:

Date referred to Panel:

Date returned:

Post ref:

Previous Grade (if applicable):