

Mainstreaming Job Evaluation

Background

In order to implement Agenda for Change, employers and staff, in partnership, have used the NHS Job Evaluation Scheme as a means of determining pay bands for posts.

The process to date has been to:

- ensure job descriptions and person specifications are up to date and accurately reflect the demands of the post
- match jobs against national profiles using the procedure in Section 8 of the *Job evaluation handbook*
- evaluate jobs in accordance with Section 10 of the *Job evaluation handbook* using the job analysis questionnaire, job analysis interview and evaluation panels
- where agreed locally, use the hybrid matching/evaluation process in accordance with Section 9 of the *Job evaluation handbook*
- ensure pay structures are consistent and non-discriminatory
- ensure all of the above is carried out in partnership.

The Agenda for Change agreement requires fairness and equality in line with equal pay legislation. This will be a continuing requirement as organisations begin to look at new posts and mainstream the job evaluation process.

There is a need for the NHS Job Evaluation Scheme to continue to be used for determining the banding of posts and consequently staff pay rates. This will apply to all new posts and posts which have significantly changed since they were last evaluated.

Organisations need to consider how jobs will be matched/evaluated in the future and how they ensure that there will be enough trained job evaluation practitioners to enable matching, analysis and evaluation to continue.

Job evaluation and service improvement

Job evaluation as a tool of Agenda for Change does not of itself achieve service improvement, but the process may assist in the identification and development of new roles and is necessary to ensure that new posts are slotted into the organisational structure at the correct level.

Organisations need to consider whether to replace vacant posts with a similar post or to evaluate the needs of the service and create a new role in line with service improvement.

Changed jobs/re-evaluation

One of the aims of Agenda for Change is to allow trusts and other NHS organisations to operate more flexibly by developing roles in partnership. Detailed procedures need to be agreed locally.

All posts change over a period of time but for most the job evaluation outcome will not normally be affected unless there are significant changes. Some jobs have evaluated or matched outcomes close to band boundaries and consequently the banding for these jobs may change with only limited changes to job demands.

Where a post holder and the manager agree that the demands of the post have changed then a re-evaluation of the post needs to be carried out.

Organisations need to establish how changes to posts will be identified and verified. In some cases it may be obvious and there will be discussion around these changing roles. On other occasions it may be due to demographic, incidental or re-organisation changes.

Re-evaluation of changed jobs

Where a job has changed there should be a re-match or re-evaluation and the whole job should be assessed, albeit with reference back to the original match or evaluation. Just dealing with some factors in these circumstances could lead to inconsistencies.

Where a request for re-evaluation has been made the post holder must submit evidence showing which factor(s), applicable to the post, have changed. They should also provide details of the changed job demands that have led them to believe there is a change in the factor levels.

Matching/evaluating new jobs

"It is standard job evaluation practice for proposed new jobs to be matched or evaluated as a desk-top exercise, in order that a provisional pay band can be determined for recruitment purposes. This exercise should be carried out by experienced matching or evaluation panel members, who will be advised by appropriate management and staff side representatives from the relevant sphere of work."

(Job Evaluation Handbook(2nd Edition), chapter 10, paragraph 3.7)

The process is as follows:

1. Management and staff side from the appropriate sphere of work will identify, in partnership, the likely job demands of a new post, which should be in the form of a job description, person specification and organisational chart.
2. An evaluation panel will use this material to undertake either matching or evaluation for the post, depending on whether there is a suitable national profile available. The management and staff side representatives may be able to provide further advice to the panel in the case of any missing information.
3. The outcome will then form the provisional pay band for the post. Anyone being appointed to it will need to be advised of the provisional nature of the pay band.
4. It is necessary to allow a reasonable period of time for the job to 'bed down', and this may vary according to the nature of the job. Some posts may need a period of a few months, while others may be subject to seasonal variations requiring a full year to determine the full job demands. Once the full demands of the post are clear, it should be assessed using the matching or evaluation procedure as appropriate.
5. The standard procedure should be followed for the matching or evaluation of the new post. This includes checking that the outcome is consistent with other similar jobs on a factor by factor basis.
6. It should be considered whether the job is likely to be repeated elsewhere nationally and whether it is worthy of submission to NHS Staff Council Job Evaluation Group for the production of a national profile.
7. The application of the Job Evaluation outcome would be backdated to the start date of the new job.

CAJE (computer-assisted job evaluation)

CAJE will need to be maintained and used to monitor evaluations/matching of posts. Administrators at site level and CAJE super-users based at strategic health authority/country level will be able to provide on-going support and advice to job evaluation leads and human resources, referring complex queries to Link as appropriate.

The future

Where does job evaluation fit in your organisation?

There will be an on-going need to ensure the application of job evaluation reflects current working practices. In partnership, there needs to be an agreement to establish the necessary protocols and procedures that will apply to the on-going use of the NHS Job Evaluation Scheme and the protection of equality and fairness within the new pay structure.

Partnership working

Organisations need to consider how they will continue to develop the partnership working that has developed during and following implementation of Agenda for Change.

Trained matching/evaluators

Organisations need to ensure that staff are trained in the matching, analysis and evaluation processes of the NHS Job Evaluation scheme for continuity in the future.

In the future, practitioners may not be required as often as they are currently. However, thought needs to be given as to how their skills can be maintained; whether there is a need for refresher training on a regular basis and, if so, who is responsible for providing this.

Organisations may want to collaborate and share training and refresher training. If so, they need to consider how this will function and what form of networks may be required to support it.

To ensure that the NHS Job Evaluation Scheme is implemented in line with the Job evaluation handbook, those delivering Train the Trainers programmes must be accredited with Northern College. In the case of those delivering training to practitioners, accreditation is optional.

However, organisations need to be confident in the ability of those who have been trained to pass on that knowledge and skill to practitioners. The use of accredited trainers at all levels ensures the required standard and quality.

Summary

Organisations must ensure that the NHS Job Evaluation Scheme is embedded in everyday operational processes. They must ensure that they have the capacity for future matching and evaluation in partnership. This will require on-going training and refresher training, through the scoping of future needs to identify a pool of sufficient practitioners who will be used on a regular basis to ensure competency.

Partnership working must be maintained and all practices and procedures reflect this as well as the compliance with the equal pay legislation.

Job Evaluation Group

May 2006

The Job Evaluation Group is a national technical sub-group of the NHS Staff Council whose remit is to continue to ensure that the NHS Job Evaluation Scheme is fit for purpose. Its membership includes representatives of the health service, the UK health departments in each of the UK countries and representatives of the NHS joint unions.