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JOB EVALUATION

FORCE REFERENCE DOCUMENT

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POLICY

1. Northern Constabulary is committed to the principles of equal pay for work of equal value and has a grading structure underpinned by the Hay Job Evaluation method.
2. The evaluation of all Police Staff posts will be determined through job evaluation with the consultation and involvement of the trade unions throughout.
3. Northern Constabulary recognises that employees have an individual right of appeal against the outcome of the evaluation of their job. This procedure can be initiated by post holders who believe, on the basis of the stated grounds of appeal, that their post has been incorrectly evaluated.
4. This procedure fulfils the requirements of the ACAS Advisory Booklet Job Evaluation: Considerations and Risks.

STANDARDS

1. All Police staff posts within the Force must be evaluated using the Hay Job Evaluation Scheme. It may be that, from time to time, it will be necessary to suspend the operation of the Job Evaluation Scheme pending the outcome of organisational development activities. Such suspension will be notified by the Director of Human Resources via the Force Information Bulletin.

2. NEW POSTS

- 2.1 Where a new post is identified and approved, a job description must be drafted. The format for this description is contained in the Police Staff Job Description Form (AD/18/39) with accompanying guidance notes for completion.
- 2.2 It is the responsibility of the Line Manager to complete all the elements of the job description accurately and as comprehensively as possible with reference to the guidance notes available in the Police Staff Recruitment and Selection Manual available in the G drive and advice from a Human Resources Advisor. This will ensure the contents are a true reflection of what that particular job entails and provide the Job Evaluation Panel with the relevant information on which to evaluate the role.
- 2.3 Completed job descriptions signed off by the Line Manager should be passed to the Divisional Commander/Service Unit Manager for approval. Once the Divisional Commander/Service Unit Manager has approved the Job Description, it should be forwarded with a covering memo/email confirming that approval to the Director of Human Resources. Human Resources will hold copies of all approved job descriptions and ensure corporate format and

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standards are maintained. Where a post is held by more than one individual across Divisions or Service Units, Human Resources will co-ordinate the production of a generic job description. In the event that a generic job description cannot be agreed the Director of Human Resources will submit the job description to the Executive Advisory Group members who will determine the final version.

- 2.4 The job description will then be put to the Job Evaluation Panel for grading. For the purpose of setting the post in context and to provide evidence to support the proposed grading, Divisional Commanders/Service Unit Managers will submit a written report with the application. Divisional Commanders/Service Unit Managers or Line Managers **may** be requested to attend the Job Evaluation panel in person or via video conferencing when additional information is required to assist the panel.
- 2.5 The Job Evaluation Panel is responsible for assessing the job description and scoring it in accordance with the Hay model. The score received is then linked to the grading structure, which in turn determines the salary level at which the new post will be advertised.
- 2.6 Where additional assistance is required to ensure there is external consistency between the grade and the salary of a post with other similar posts within the market, Hay Management Consultants will be asked to provide additional advice. This will ensure that Northern Constabulary remains a competitive employer in the market place.

3. RE-GRADING EXISTING POSTS

- 3.1 Where there has been a significant, qualitative and permanent change in the duties and/or responsibilities of a job, then the post holder will be required to undertake the additional duties for a 6 month period before a re-evaluation can be submitted for consideration. This will ensure the clarity of the new duties required by the re-graded post. A revised job description will be completed, detailing all the changes, at the end of the 6-month period and agreed between both parties. Revised job descriptions must be forwarded to the Director of Human Resources for collation as described in 2.2 and 2.3 above. Where a post is held by more than one individual across Divisions or Service Units, Human Resources will co-ordinate the production of a generic job description. In the event that a generic job description cannot be agreed, the Director of Human Resources will submit the job description to the Executive Advisory Group members who will determine the final version.
- 3.2 Re-evaluation will not be undertaken within 18 months of an initial grading being set.
- 3.3 The Job Evaluation panel will then be responsible for evaluating the revised job description. For the purpose of setting the post in context and to provide evidence to support the proposed grading, Divisional Commanders/Service Unit

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Managers will submit a written report with the application. Divisional Commanders/Service Unit Managers or Line Managers **may** be requested to attend the Job Evaluation panel in person or via video conferencing where additional information is required to assist the panel.

- 3.4 Where an existing post is re-graded upwards, the post holder will be entitled to receive any enhanced salary and associated allowances, backdated to the date on which he/she took up the new duties (subject to a maximum of 12 months).
- 3.5 Where a post is re-graded, a Line Manager will have the discretion to award an increase of no more than 2 scale point increments within the new salary scale.
- 3.6 Where a post is re-graded downwards, the post holder will be entitled to receive one year's protection of salary at existing level before being transferred to the appropriate grade for the role.

4. THE JOB EVALUATION PANEL

- 4.1 The Job Evaluation Panel ("the Panel") has the responsibility for ensuring consistency of scoring of all job descriptions for Police Staff in Northern Constabulary. The Panel also ensures the Hay evaluation process is implemented fairly and transparently which will result in a grading able to withstand external scrutiny. The aim of the Panel is to work towards achieving consensus on the appropriate scoring of a post.
- 4.2 The Chair of the Job Evaluation Panel is responsible for Quality Assuring during the process. Once a number of jobs have been evaluated it is necessary to review the overall pattern of evaluations in its totality. At this point it may be necessary to make modifications to remove any anomalies and recognise that a wider perception can show original judgements were made in error. In addition, the Panel will review its decision in the light of recognised job families within the Force. (Please see Guidance Section for further information).
- 4.3 The Human Resources Advisor is responsible for completing the Job Evaluation rationale for each post evaluated. This is a one page summary of the evaluation judgements reached by the panel and the reasons on which each separate judgement is based.
- 4.4 The Job Evaluation Panel will comprise of:
 - a) Deputy Director of Human Resources
 - b) A Human Resources Advisor (Secretariat)
 - c) A police officer of at least the rank of Sergeant
 - d) Two police staff representatives nominated by the Director of Human Resources
 - e) UNISON Representative.

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A quorum will consist of the Chair, Member of Human Resources, UNISON representative, and one other representative.

All members of the Panel must have undergone the appropriate job evaluation training and Diversity training.

- 4.5 The Panel will conduct business in direct response to the demands for evaluation. The Panel will endeavour to undertake a meeting at the earliest opportunity after receiving an Evaluation request. However this will be determined by the availability of panel members. The Human Resources Advisor providing secretariat to the process will send out papers 5 days prior to the Panel meeting to allow Panel members appropriate time to review submissions. Where a new post has been created or as a result of a vacancy a job description requires re-evaluation it may not always be possible to achieve the 5 days notice. However, if there is insufficient time for Panel members to receive the papers for a re-grading of an existing post the re-evaluation will be held over until the Panel next meets.
- 4.6 The Deputy Director of Human Resources will arrange for notification to the relevant Divisional Commanders/Service Unit Managers of the outcome within 5 days of the panel meeting. Divisional Commanders/Service Unit Managers will be provided with the grade at which the post has been evaluated, not the actual score given by the panel as this may be subject to change following Quality Assurance. It will be the responsibility of the Line Manager to notify the member of staff of the outcome from his/her own re-grading application.

5. GROUNDS FOR APPEAL

- 5.1 Appeals against a Job Evaluation outcome may be made where:-
- a) The appellant believes that there was a procedural error which adversely affected him/her at the time of the Job Evaluation process relative to his/her post
and/or
 - b) The appellant believes that significant and relevant information was unknown or omitted from the original job description when an assessment was made
and/or
 - c) The Job Evaluation panel gave insufficient weighting to aspects of the job role.

6. PROCESS FOR APPEAL

- 6.1 The appeal process will be followed where a member of staff indicates in writing their dissatisfaction with the outcome of the Job Evaluation process. The member of staff must submit a Job Evaluation Appeal Form (Appendix A)

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to the Director of Human Resources along with a valid and up to date Job Description (original or revised) for the post, stating the grounds for appeal. The appeal must be discussed with the Line Manager and Divisional Commanders/Service Unit Managers prior to submission. This form must be submitted within 15 working days of receipt of the outcome of the Job Evaluation.

- 6.2 The Line Manager will discuss the appeal submission with the member of staff and submit comments with the Job Evaluation Appeal Form to the Divisional Commander/Service Unit Manager, who will, if necessary, add commentary before forwarding to the Director of Human Resources.
- 6.3 An initial check will be made by Human Resources to ensure that the evaluation outcome was not due to an administrative error and should this be the case, the error will be rectified immediately and without recourse to the appeals process.
- 6.4 Applicants will be advised within 2 weeks of the submission of the appeal, of the date of the Appeal Panel, and will be invited to attend the Panel. The job holder is not obliged to attend the hearing in person but where they chose to do so they may be accompanied at the meeting by a colleague or Trade Union representative.
- 6.5 The Panel will also invite the Line Manager who has commented on the appeal to attend to verify the content of the individual's appeal.
- 6.6 In the event that a generic job description has been developed and covers multiple job holders advice will be sought from Human Resources on how best to progress the appeal process. Each and every post holder would not be expected to submit an appeal and a maximum of two individuals would be invited to the Appeal Hearing to present the case on behalf of the group. They may also be accompanied at the meeting by a colleague or Trade Union representative.

7. APPEALS BASED ON GROUND A

- 7.1 The Appeal form will have details of the alleged procedural error. Any additional information gathered at the time of the evaluation along with the appellant's submission will be submitted to the Appeals Panel for reconsideration.

8. APPEALS BASED ON GROUND B and/or C

- 8.1 The Appeal form will give details of the significant and relevant unknown or omitted information. Where a revised job description is required this will also be provided in the agreed format and signed by the appellant and the Line Manager as a complete, fair and accurate representation of the role. To ensure

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consistency of approach a member of the original Panel will review this information providing advice and guidance as necessary and may also be invited to attend the Appeal Hearing. Any additional information gathered at the time of the evaluation along with the appellant's submission will be submitted to the Appeals Panel for reconsideration.

9. THE APPEAL PANEL

9.1 The Appeal Panel will consist of the following trained members:

- a) Director of Human Resources/Director of Finance and Asset Management Unit
- b) 1 Trade Union representative
- c) 2 Evaluators from the internal trained pool.

9.2 Wherever possible the Panel will consist of different evaluators from the original Evaluation Panel.

9.3 The Appeal Panel will have secretariat provided by an Human Resources Advisor. This individual will not be part of the Panel but the Panel can obtain information on the rationale for the original evaluation from this individual.

9.4 Where the job holder is attending the Appeal Panel and following appropriate introductions the job holder or their representative will be invited by the Chair to set out the evidence as outlined in their written appeal submission. Job holders should confine themselves to the facts related to the job. Any information relating to personal qualities and performance/capability or workload is not relevant to the evaluation of the job and will not be considered by the Panel. The Panel may then question the job holder or their representative to confirm their understanding of the evidence provided.

9.5 Where additional clarity is required, or the job holder provides information not previously available the Line Manager may also be invited to attend the panel to clarify the job holder's role.

10. OUTCOME OF THE APPEAL

10.1 There are three possible outcomes of the Appeal:

- a) the grade of the post is confirmed as correct
- b) the grade of the post is confirmed as incorrect and will be upgraded accordingly
- c) the grade of the post is confirmed as incorrect and will be downgraded accordingly. A reduction in the original pay rate for the post will be protected in line with the agreed preservation policy.

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- 10.2 The appellant will be notified in writing of the outcome of the Appeal within 1 week of the date of the Appeal Panel. Notification will also be sent to the Line Manager and Divisional Commander/Service Unit Manager.
- 10.3 Where the appeal results in a change of grade level of a post any changes of salary will be backdated to the date of the original Job Evaluation.
- 10.4 It is important to note that there is no recourse beyond the Appeal Panel. The Grievance Procedure cannot be utilised in relation to pay and grading matters.

GUIDANCE

1. QUALITY ASSURANCE

- 1.1 The current job evaluation system requires all posts to be individually evaluated to obtain a grade for each post. Whilst this is appropriate it is a time consuming process and can lead individual employees to have unrealistic expectations about the outcome. It can also lead to frustration with Line Managers who often request a guide or estimate of likely grading outcomes.
- 1.2 It also must be remembered that job evaluation is a relative process; no evaluation can be changed without taking into account the effect on the relativity with other jobs.
- 1.3 Therefore, through the continuing operation of the Job Evaluation panel we will develop job families to simplify the process and provide greater clarity to both staff and Line Managers on the Job Evaluation process. Within each job family there will be a number of roles and a number of grades with associated pay points. These would be based on existing grades and pay points.
- 1.4 Job families group together roles of a similar purpose. Within each job family there would be a number of role profiles (job descriptions) which detail what is needed to carry out the job. The job description determines the grade an employee is in. This in turn determines the employees' pay point.
- 1.5 Job families group jobs together that share a similar purpose and have similar characteristics.
- 1.6 Possible job families might include:
 - Cleaning/Catering/Caretaking (grades 1-2)
 - General Clerical admin and Reception (grades 2-3)
 - Specialist Clerical admin and support (grades 3-5)
 - Supervisors/Line Managers – non professional (grades 5-7)
 - Professional/Advisory – non management (grades 6-8)
 - Professional Advisory – management (grades 8-10)

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- Professional Senior management (grades 11-12)
- 1.7 Within each job family, there are groups of job roles. Job descriptions list the main tasks, skills, knowledge, qualifications and competencies needed to carry out the job.
- 1.8 Each job description has a 'size', reflecting what's involved and the level of responsibility attributed to it. The size of the role determines the amount of pay that it attracts. The job description therefore determines the grade an employee is paid at.
- 1.9 The job families would also be aligned to the Skills Framework and would determine the level of competence at which a post was assessed for recruitment/PDR purposes.
- Cleaning/Catering/Caretaking (level A)
 - General Clerical admin and Reception (level A/B)
 - Specialist Clerical admin and support (level B)
 - Supervisors/Line Managers – non professional (level C)
 - Professional/Advisory – non management (level C/D)
 - Professional Advisory – management (level D)
 - Professional Senior management (level E/F)
- 1.10 It is intended that, as part of the Quality Assurance process, the Job Evaluation panel will identify an appropriate job family for the post evaluated.

2. JOB EVALUATION APPEALS

- 2.1 A post holder may wish to consider appealing the outcome of a Job Evaluation for the following reasons:
- a) Doesn't think that the Hay factors are relevant
 - b) Wants more money
 - c) Has changed job since the evaluation was done
 - d) Disagrees with the job description
 - e) Doesn't accept his/her job is the same as others on a general job description
 - f) Doesn't think the panel took account of all key information
 - g) Wants to place greater emphasis on certain information
 - h) Thinks the grade is too low in respect of a comparable job within the Force.

2.2 Factor 1

This is not valid. The organisation has chosen to use the Hay methodology and believes it covers all relevant factors of the work undertaken in Northern Constabulary.

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2.3 Factor 2

This is not valid to job evaluation.

2.4 Factor 3

This is not valid to job evaluation and is to do with the person and not the job.

2.5 Factors 4 & 5

These are not valid. The job belongs to the organisation and not the individual. In the majority of cases the individual and the Line Manager should agree the job description but ultimately it is for the Line Manager to determine the job role.

2.6 Factors 6 to 8

These factors form the main types of appeal and should be the focus of any submission made.

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APPENDIX A

**AD/18/40
(Revised 07/09)**

**NORTHERN CONSTABULARY
JOB EVALUATION APPEAL FORM**

Name	Job Title
Division/Department	Location
Original Grade and Spinal Column Point	New Grade and Spinal Column Point
Line Manager Name and Title	Line Manager Contact Number
Grounds for Stage One Appeal (please tick appropriate box) A. The appellant believes that there was a procedural error which adversely affected them at the time of the Job Evaluation process relative to the post. <input type="checkbox"/> OR B. The appellant believes that significant and relevant information was unknown, or omitted from the original job description, when a judgement was made. <input type="checkbox"/>	

Please ensure you have attached a written statement of your reasons for appeal together with any supporting information that you wish the Appeals Panel to consider. In accordance with the Force reference document, written comments from your Line Manager and Divisional Commander/Service Unit Manager must be included.

Please send this form, signed and dated, along with the supporting information, to the Director of Human Resource Services.

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Signature

Appellant:	Date:
Line Manager Comments	
Date:	
SUM/Divisional Commander Comments	
Date:	

For HR Use

Appeal Panel Members:					
Grade Remains		Post Upgraded		Post Downgraded	
Signed:			Date of Panel:		
Effective Date of Change:					

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