

PERSONNEL COMMITTEE – 13TH OCTOBER 2020

Report of the Head of Strategic Support

Part A

ITEM 12 JOB EVALUATION PROCEDURE

Purpose of Report

Personnel Committee to consider and agree the revisions to the Job Evaluation Procedure.

This report has been deferred from the Committee's meeting on 24th March 2020 after that meeting and the subsequent meeting scheduled for 2nd June 2020 were cancelled due to the Coronavirus.

Recommendation

That the proposed Job Evaluation Procedure as detailed in Part B of this report be agreed by Personnel Committee.

Reason

The purpose of the policy is to provide managers and employees with information on all aspects of the job evaluation process.

Policy Justification and Previous Decisions

The proposed Job Evaluation Procedure and relevant associated documents have been updated to improve the process followed for job evaluation, whilst ensuring compliance with best practice.

Implementation Timetable including Future Decisions

It is recommended that the Job Evaluation Procedure be published on the intranet, following the Personnel Committee meeting.

Financial Implications

There are no immediate financial implications arising from this decision.

Risk Management

There are no specific risks associated with this decision.

Appendix: Job Evaluation Procedure

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Part B

Background

1. Responsibility for the job evaluation process at the council has been taken on by the Charnwood HR Services team following the retirement of the Job Evaluation Technical Advisor previously based at LCC. This ensures that job evaluation is fully controlled by the HR Services team at Charnwood with the process being followed in an increasingly timely manner.
2. The Job Evaluation Policy has been reviewed and updated to reflect the process improvements and efficiencies that have been achieved by the Charnwood HR Services team having full responsibility for the process.
3. Details of the proposed changes can be seen below.

Proposed key changes to policy wording:

- The Job Evaluation Guidance will now be re-titled to Job Evaluation Procedure.
- Job evaluation requests are now to be sent to HR@charnwood.gov.uk to be processed by the HR Services team based in Charnwood, rather than LCC.
- The job evaluation panel will consist of two trained evaluators from HR Services. The panel will no longer be assisted by a Technical Advisor (LCC).
- Managers will not be required to involve existing post holders in the creation of new / revised job profiles if the purpose of the revision is a restructure.
- If a job is upgraded following a manager-initiated job evaluation the new salary will be paid with effect from the relevant date of the change identified by the manager. Any retrospective date cannot exceed 12 months unless under exceptional circumstances.
- Employee-initiated job evaluation requests previously required an employee to complete a Job Description Questionnaire (JDQ). The updated policy encourages employee/groups to discuss changes in duties and responsibilities with their line manager in the first instance. If management agree with the changes it is advised that a revised job profile is produced, and the management-initiated procedure is followed.
- Grounds to request re-evaluation – ‘post is comparable to a higher-level description in a corporate job family’ has been removed from the policy as this is not a ground to request re-evaluation that the council has ever applied.
- Reference to Job Analysts has been updated to Job Evaluation Leads.
- The role of the Moderating Panel has been clarified to align with current working practice. This clarification outlines that there may be occasion where the results of a job evaluation will be shared with a moderating panel to ensure consistency of grade across the Council.
- It is proposed to reduce the timescales allowed within the current policy to enable a more streamlined approach to be taken regarding the JE process. It is considered that the timescales being proposed are sufficient to allow for a

transparent and fair process to be followed, whilst recognising the efficiencies that have been gained by the Charnwood HR Services team taking responsibility for the JE process. The details for the revision to timescales are outlined below.

Proposed Amendments to Timescales:

- Timeframes for notifying managers and employees of the outcome of job evaluation to reduce from 10 working days to 5 working days.
 - Managers and employees appealing the outcome of a job evaluation to reduce from 20 working days to 7 working days. This will reflect the timescales within the Appeals Policy.
 - Receipt of appeal – reduction from 20 working days to respond to appeal to 7 working days.
 - Job Description Questionnaire (JDQ) – Management timescale to sign off a JDQ to reduce from 20 working days to 7 working days, provided there is no dispute on the content of the document.
 - On receipt of an employee-initiated re-evaluation registration form, a JDQ must be returned to HR Services within 2 calendar months'. This is a reduction from 6 months'.
 - If agreement cannot be reached between management and the employee(s) over the content of the JDQ the dispute procedure will be invoked. Following the dispute procedure, the employee/group will have a further 20 working days to submit the JDQ and comparator form. This has been reduced from 3 months'.
 - The dispute procedure – the management and employee/group meeting should be arranged within 10 working days. This was previously set at 15 working days.
 - It is further proposed that all parties required to attend a job evaluation panel will be given, as a minimum, 5 working days' notice. This was previously 10 working days'.
4. The Job Evaluation Procedure was issued to SLT on 30th September 2019 and JMTUM on 23rd January 2020.

Job Evaluation Procedure

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Purpose

This guide sets out the procedure that managers and employees must follow in order to request the evaluation or re-evaluation of a post. It also explains the implementation rules that apply when a change in grade has been agreed.

This guide forms part of the Council’s pay policy and has been agreed with the recognised trades unions. It should be read in conjunction with the [Guide to the Hay Job Evaluation Scheme](#).

Scope

All posts within Charnwood Borough Council are subject to the job evaluation scheme.

Management Initiated Evaluation Requests

The following sets out the procedure that managers must follow if they wish to request the evaluation or re-evaluation of a post.

Grounds for Evaluation

There are three possible grounds for evaluation or re-evaluation:

- The creation of a new job;
- The need for a grade review has been identified (either by management due to a change in the duties and responsibilities of the post or by a job evaluation panel when a post has been put forward as a comparator under the employee initiated procedure);
- A restructuring.

Unlike new posts, existing jobs submitted for re-evaluation are likely to have post holders in place. Managers should, therefore, ensure that employees are informed that a re-evaluation of their post is going to be requested and the potential implications of this, prior to any paperwork being submitted to HR Services. Post holders should be given the opportunity to be involved in the creation of the new / revised job profile.

In the case of a restructure existing post holders are not required to be involved in the creation of new / revised job profiles as this is a duty that will be undertaken by management. Any changes to a job profile will be communicated during the consultation period of a restructure.

How to Request the Evaluation or Re-Evaluation of a Post

Managers must provide the following documentation to HR Services by email using the HR inbox (hr@charnwood.gov.uk) before a post can be considered for evaluation or re-evaluation:

- Manager initiated evaluation request form
- A job profile;
- A structure chart. In the case of restructurings, pre and post restructuring charts are required.
- A comparable job (If applicable)

When drafting the job profile, managers must consider the requirements and duties of the post rather than the qualifications, experience and/or abilities of any existing post holder(s). This is particularly important where the job profile is applicable to more than one post holder. For existing posts, the contents of the job profile should be agreed with the post holder(s). Where agreement cannot be reached, the [dispute procedure](#) will apply.

Job Evaluation Panel

Once the relevant paperwork has been received by HR Services, a job evaluation panel will be arranged to consider the post. The panel will consist of two representatives from HR Services who are trained evaluators.

The manager will be invited to attend the panel to explain the job in more detail. For existing posts, the manager may wish to be accompanied by (a maximum of 4) post holders.

In the case of existing posts, the panel may decide that the grade of the job should:

- Remain the same;
- Be upgraded; or
- Be downgraded.

Notification of Outcome

The manager will receive written confirmation of the outcome within 5 working days of the panel unless further information is required. In these circumstances, the manager will be notified that the decision has been deferred and the timescale within which the outcome will be provided. It is the manager's responsibility to advise any existing post holders of the outcome of the re-evaluation and their right to appeal this decision. The manager or post holder(s) should submit their appeal within 7 working days of receiving the written outcome confirmation, unless exceptional circumstances apply (e.g. the manager or post holder is on leave so would be unable to submit appeal within the required timescale).

If no appeal is registered by either the manager or post holder(s) within 7 working days, any change in grade can be implemented once approval has been received. For existing posts, the manager will need to complete a [variation to contract e-form](#) for each post holder.

Implementation

Where a re-evaluation results in an upgrade or downgrade of more than one grade, this suggests a significant change to the job role. In these circumstances, managers should seek advice from HR Services on how to proceed as it may be necessary to undertake an organisational change process rather than slotting in the existing post holder. In all other situations, the following implementation rules will apply:

If the post is upgraded and there is an existing post holder, the new salary will be paid with effect from the date, identified by management, when the duties and responsibilities of the post changed. This may be a retrospective date however it cannot exceed 12 months, except in exceptional circumstances. Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Where the post is new or vacant, the grade will apply from the date an appointment is made.

If the post is downgraded and there is an existing post holder, implementation will be deferred until the period of appeal has expired or an appeal has been heard. If the outcome remains the same following the appeal, the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is earlier. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

A reduction in pay will impact on the employee's local government pension. Employees should be advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

Appeals

Where an appeal submission is received, the other party (where applicable) will be given the opportunity to submit a written response to the points raised before an appeal panel is arranged. This response must be received by HR Services within 7 working days of receipt of the other party's submission. The appeal will be heard as soon as practically possible following receipt of the appeal submission(s).

The appeal panel will consist of at least two representatives from HR Services and a trade union representative, all of whom are trained evaluators and were not involved in the previous evaluation.

The manager and, if applicable, the post holders will be invited to attend the appeal panel. No more than 4 post holders may attend the panel. All parties will be provided with a copy of the paperwork in advance of the meeting.

The manager and, if applicable, the post holder(s) will receive written confirmation of the outcome within 5 working days of the appeal panel. There is no further right of appeal.

If the post is upgraded and there is an existing post holder, the new salary will be paid with effect from the date, identified by management, when the duties and responsibilities of the post changed. This may be a retrospective date however it cannot exceed 12 months, except in exceptional circumstances. Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Where the post is new or vacant, the grade will apply from the date an appointment is made.

If the appeal confirms that the post should be downgraded, the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is earlier. There will be no protection of any other payments (e.g. allowances,

enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

It is the manager's responsibility to implement any change in grade by completing a [variation to contract e-form](#) for each post holder.

A reduction in pay will impact on the employee's local government pension. Employees should be advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

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Employee Initiated Re-Evaluation Requests

An employee who believes that their job profile no longer reflects the duties/responsibilities of their post should discuss this with their line manager in the first instance to see if it would be possible to submit a revised job profile using the management initiated procedure. Where this is not possible, the following sets out the procedure that employees must follow if they wish to request the re-evaluation of their post.

Grounds for Re-Evaluation

An employee or group can submit a re-evaluation request if:

- There has been a substantial increase in the duties and responsibilities of their post. Submissions that focus on an increase in the quantity of work are unlikely to result in an upgrade unless the level of responsibility has also increased;
- There is a comparable job on a higher grade, either within the same or another department. The employee will need to demonstrate how the duties and responsibilities of their post compare with those of the comparator job;

Employees who are members of a trade union are strongly advised to contact their trade union to discuss the pros and cons of submitting a re-evaluation request.

Employees are unable to request the re-evaluation of their job if:

- The post has been evaluated or been to appeal in the previous 12 months (unless the content of the job has changed significantly since it was last evaluated);
- They have been employed in the post for less than 6 months (unless the content of the job has changed significantly since the offer of appointment was made); or
- They are employed on a casual contract.

How to Request the Re-Evaluation of a Post

An employee who wishes to request the re-evaluation of their post must submit a re-evaluation registration form to HR Services by email using the HR inbox (hr@charnwood.gov.uk). In the case of group submissions, a separate registration form must be submitted by each member of the group. Employees who are members of a trade union may submit their forms via a trade union representative. Non-trade union members must send their forms directly to HR Services.

In the case of group submissions, individual employees' registration forms will be registered from the date the first form is received by HR Services provided the other forms are all received within 20 working days of that date. Members of the group can continue to submit registration forms at any time prior to an appeal hearing taking place however these will be registered from the date each form is received by HR Services (unless they are received within the initial 20 working day period).

On receipt of the re-evaluation registration form, HR Services will write to the employee/group to ask them to complete a job description questionnaire (JDQ) and comparator form (if applicable). These must be returned to HR Services by email using the HR inbox (hr@charnwood.gov.uk) within 2 calendar months of HR writing to you. JE leads are available, on request, to provide guidance to employees on how to complete this paperwork.

In the case of group submissions, trade union assistance will only be provided to members of the group who are trade union members. Non-trade union members will have to complete their own JDQ and comparator form (if applicable).

The contents of the JDQ must be agreed by both the employee/group and management in order to proceed to re-evaluation. Where there is no disagreement, management should sign off the JDQ within 7 working days of receiving it from the employee/group. If agreement cannot be reached, the [dispute procedure](#) will apply. Where the dispute procedure is invoked, the employee/group will have a further 20 working days in which to submit the JDQ and comparator form (if applicable) to HR Services following the dispute meeting.

If the necessary paperwork is not submitted within the required timescales, a new re-evaluation registration form will need to be completed. Any subsequent upgrading will be applied from the date of receipt of this registration form, not the date the original registration form was received.

Managers must ensure that post holders who are not named on the JDQ are informed that a re-evaluation of their post is being submitted, the potential implications of this and what they need to do if they wish to request their own re-evaluation.

If an employee has submitted a JDQ to their manager for agreement but subsequently leaves the Council's employment, their request for re-evaluation may still be considered under this procedure.

Job Evaluation Panel

Once all of the necessary paperwork has been received, a job evaluation panel will be arranged to consider the re-evaluation request. The panel will consist of two representatives from HR Services who are trained evaluators.

The employee/group, their representative (where applicable) and a management representative will be invited to attend the panel to explain the job in more detail. At least 5 working days' notice will be provided. For group submissions, no more than 4 post holders may attend the panel. All parties will be provided with a copy of the re-evaluation paperwork in advance of the meeting.

Based on the information provided, the panel may decide that the grade of the post should:

- Remain the same;
- Be upgraded; or
- Be downgraded.

Where multiple job description questionnaires are submitted for the same post, separate panels will be arranged to consider each questionnaire however the composition of the panel will remain the same. The outcome of each panel will be based on the information provided by those in attendance and therefore may differ between panels. Where this is the case and management confirm that all of the employees are undertaking the same duties, the highest outcome will take precedence. However, post holders who were not part of the group who obtained this outcome will not have their salary backdated to their registration date; their new salary will take effect from the date of the job evaluation panel (or appeal panel if applicable).

Notification of Outcome

The employee/group and management representative will receive written confirmation of the outcome within 5 working days of the panel unless further information is required. In these circumstances, the employee/group and management representative will be notified that the decision has been deferred and the timescale within which the outcome will be provided.

The employee/group and management representative will be given the opportunity to appeal the outcome. Either party should submit their appeal within 7 working days of receiving the written outcome confirmation, unless exceptional circumstances apply (e.g. the manager or post holder is on leave so would be unable to submit the appeal within the required timescales, due to other commitments the group is unable to meet to complete the required paperwork).

If no appeal is registered by either side within 7 working days, the manager will be notified that any change in grade (upgraded, downgraded or remain the same) can now be implemented and that they should complete a [variation to contract e-form](#) for each post holder. With each variation e-form the manager will need to provide a copy of the new job profile which is reflective of the changes applicable to HR Services.

Implementation

If the post is upgraded, the new salary will be paid with effect from the date of registration (i.e. the date the re-evaluation registration form was received by HR Services). Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Post holders who were not involved in submitting the successful re-evaluation request will be paid the new salary with effect from the date of the job evaluation panel (or appeal panel if applicable).

If the post is downgraded and there is an existing post holder, implementation will be deferred until the period of appeal has expired or an appeal has been heard. If the outcome remains the same following the appeal, the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is earlier. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

A reduction in pay will impact on the employee's local government pension. Employees are advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

Appeals

Where an appeal submission is received, the other party will be given the opportunity to submit a written response to the points raised before an appeal panel is arranged. This response must be received by HR Services within 7 working days of receipt of the other party's submission, unless exceptional circumstances apply. The appeal will be heard as soon as practically possible following the receipt of the appeal submission(s).

The appeal panel will consist of at least two representatives from HR Services and a trade union representative, all of whom are trained evaluators and were not involved in the previous evaluation.

The employee/group, their representative (where applicable) and a management representative will be invited to attend the appeal panel. No more than 4 post holders may attend the panel. All parties will be provided with a copy of the paperwork in advance of the meeting.

The employee/group and management representative will receive written confirmation of the outcome within 5 working days of the appeal panel. There is no further right of appeal. It is the manager's responsibility to implement any change in grade by completing a [variation to contract e-form](#) for each post holder. With each variation e-form the manager will need to provide a copy of the new job profile which is reflective of the changes applicable to HR Services.

If the post is upgraded, the new salary will be paid with effect from the date of registration (i.e. the date the re-evaluation registration form was received by HR Services). Employees will be appointed to the first point of the new grade from this date and normal incremental progression will apply. Post holders who were not involved in submitting the successful re-evaluation request will be paid the new salary with effect from the date of the appeal panel.

If the appeal confirms that the post should be downgraded the employee's salary will be protected on a red-circled basis (i.e. frozen – incremental progression or pay awards) for a period of up to 3 years from the day following the evaluation panel which downgraded the job or until the maximum salary for the new grade becomes higher than the frozen salary, whichever is. There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new grade. Where the post is new or vacant, the grade will apply from the date an appointment is made.

A reduction in pay will impact on the employee's local government pension. Employees are advised to contact the Pensions Section direct on (0116) 305 7886 for more information.

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Dispute Procedure

The following procedure will apply in situations where management and employees fail to agree the content of a job profile or job description questionnaire (JDQ).

- Management should arrange to meet with the employee/group and their representative (if applicable), within 10 working days, to go through the JDQ or job profile in detail and to discuss the areas of disagreement. A JE Lead is available to facilitate this meeting if required and can be requested via the HR inbox (hr@charnwood.gov.uk).
- Where a JE Lead's involvement does not achieve an agreement on the job profile or JDQ and other communication channels have been exhausted, the original JDQ or job profile will be submitted to the panel for evaluation along with a submission from the other party which sets out the areas of disagreement. These must be submitted within 20 working days of the dispute meeting. Both sides will be asked to expand on the reasons for the differences at the evaluation panel.
- In many cases, the issues of concern may not have a material effect on the outcome of the grade. However, where the issues are deemed to be the difference between one grade and another, the panel will seek further clarification from the employing department on specific points that influence the grade differential. This may include, for example, the duties undertaken, supervision given and/or received, financial dimensions, qualification level or depth of experience required.

- If there is still a difference in grade after the panel has received clarification on these specific points, the information provided by management will be used to determine the grade and the reasons for this will be confirmed in the notification of outcome. If the employee/group wishes to pursue an appeal against this outcome, they can only use the outcome rationale relating to management's submission. The appeal panel will not consider any rationale relating to the employee/group's submission.

Moderating Panel

It may be appropriate for the results of a job evaluation to be shared with a moderating panel to ensure consistency of grade across the council. The panel will consist of a HR Manager and a trade union representative who have not had no prior involvement.

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