

**Policy on
Procedure for Pay Banding for
New / Changed Posts**

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	SHA Policy for Acting-up or Temporary Movement to a Higher Pay Band

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1. INTRODUCTION

This procedure sets out the arrangements for assigning pay bands for new posts as they are established, and for existing posts as they change over time.

The procedure complies with the NHS Job Evaluation Handbook paragraphs 3.6 and 3.7.

It should be noted that this policy will apply to all employees of the SHA except those on VSM (Very Senior Managers) Pay and Conditions of Service who will be subject to separate arrangements as determined nationally by the Department of Health and locally by the SHAs Remuneration Committee.

2. NEW POSTS

2.1 Where the Job Description is the same as the Existing Post

Where the job description for the new post is the same as the job description for an existing post, the pay banding derived from job matching or job evaluation for the existing post will be applied.

2.2 Where the Job Description is New

Where the job description is new, the post will need 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 will be carried out by experienced matching or evaluation panel member who will be advised by the appointing manager and any relevant staff representatives.

2.2.1 Job Matching

The first step will be to establish whether or not national job evaluation profiles exist which might capture the responsibilities of the post.

Where there is likelihood that the post will match a national profile, a job matching panel will be convened in accordance with Yorkshire and the Humber SHA's Protocol for Job Matching (Appendix 1). The appointing manager will attend the job matching panel meeting to provide advice about the post along with any relevant staff representatives who might be able to support the process.

Where it is agreed by the job matching panel and the appointing manager, the hybrid matching/evaluation procedure will be followed where the requirements for the hybrid procedure are satisfied.

2.2.2 Job Evaluation

Where it is not possible to match the post to a national job evaluation profile, the appointing manager will complete a job analysis questionnaire (JAQ) based on the job description for the post.

The JAQ will be subject to job analysis in accordance with Yorkshire and the Humber SHA's Protocol for Job Analysis (Appendix 2), with the appointing manager substituting for the post holder.

Once the JAQ has been agreed through job analysis, the post will be subject to job evaluation in accordance with Yorkshire and the Humber SHA's Protocol for Job Evaluation (Appendix 3).

2.3 Consistency Checking

The outcomes from job matching or job evaluation will be subject to consistency checking, in partnership, via the local job evaluation group (LJEG). Until the LJEG is established, consistency checking will be undertaken by the joint job evaluation leads and the Executive Director of workforce responsible for HR.

2.4 Review

Once the new post holder has been appointed into the new post and has been in post for 12 months, the post will automatically be reviewed. This is to ensure that the demands of this new job are fully understood and that the provisional banding of the new post remains accurate. The responsibility for ensuring this happens rests with the HR manager.

3. CHANGED POSTS

It is acknowledged that posts change over time, however only significant changes are likely to affect job matching or job evaluation outcomes.

Where the manager or post holder think that a post has changed significantly, either may ask for the post to be reviewed through the job matching or job evaluation procedure following the procedure set out in paragraph 5 below. Any changes in the pay banding arising from this process will be backdated to the effective date of the change in responsibilities, as agreed by the manager.

4. ACTING-UP

This paragraph should be read in conjunction with Yorkshire and the Humber SHA's Policy for Acting-up or Temporary Movement to a Higher Pay Band, and the National Terms and Conditions of Service Paragraph 6.30 to 6.32.

Where a post holder is asked to act-up into a higher banded post, the agreed pay banding for the post will apply and acting-up payments implemented in accordance with the National Terms and Conditions of Service and Yorkshire

and the Humber SHA's Policy for Acting Up or Temporary Movement to a Higher Pay Band.

Where a post holder is asked to partially act-up into a higher banded post, a revised job description will be required and the process set out in paragraphs 2.2 to 2.4 above will need to be followed.

5. REVIEW PROCEDURE

5.1 Principles

This procedure applies:

- To all new posts since these will be reviewed after a period of 12 months.
- Where the manager or the post holder think that an existing post has changed significantly over time.

At any stage the member of staff or group of staff may be represented by an accredited staff representative or by a colleague who is an employee of Yorkshire and the Humber SHA.

5.2 Procedure

The HR Manager will ensure a system is in place to 'flag' the need for a review for all new posts after a period of 12 months.

For existing posts where it is perceived by the manager or post holder that the job demands have changed over time, a request for a review must be made in writing to the HR Manager setting out the reasons why it is considered that the responsibilities of the post have changed. The request for a review must include an agreed revised job description, and where appropriate, an agreed revised Job Analysis Questionnaire.

The HR Manager will arrange an informal meeting involving the manager, the post holder (and representative if requested) and a trained job evaluator to clarify the reasons for the request for a review. This discussion will also identify if the review would apply to one individual or against the banding for a post that applies to a number of staff. This stage will be completed within three weeks of receipt of the written reasons for the request for a review.

Where, through the informal meeting, there is clear evidence of change/s significant enough to potentially affect the original job matching/job evaluation outcome, the HR Manager will convene either a job matching panel or job analysis interview and job evaluation panel in accordance with Yorkshire and the Humber SHA's Protocols.

The outcomes from job matching or job evaluation will be subject to consistency checking in the normal way.

Subject to the availability of an agreed finalised job description/Job Analysis

Questionnaire, this stage will normally be completed within six weeks of the informal meeting.

6. REVIEW

This procedure will be reviewed after a period of two years.

AGENDA FOR CHANGE

PROTOCOL FOR JOB MATCHING

AIMS OF JOB MATCHING

The aims of Job Matching are:

- To match as many jobs as possible to national profiles.
- For the matching process to be carried out in partnership and to secure outcomes that accurately reflect the demands of the job.

This Protocol should be read in conjunction with the NHS Job Evaluation Handbook section 8.

PANEL FORMAT

Job Matching Panels will consist of a minimum of three members, comprising a mix of management and staff side representatives, all of whom will have completed formal job matching training.

CODE OF CONDUCT FOR PANEL MEMBERS

1. Duty of Commitment

Panel members agree to comply with the Job Matching Programme. If a panel member is unable to attend a scheduled panel meeting, it is their responsibility to identify a replacement and notify the HR department. If, due to exceptional and unforeseen circumstances, a panel member becomes unavailable to sit on a scheduled panel at short notice, they will notify the HR department as soon as possible.

2. Duty of Confidentiality

All information relating to the matching process and outcomes will remain confidential to the Job Matching Panel and HR department. All documentation used during the job matching process will be returned to the HR department including any hand written notes made by Panel members.

3. Duty of Integrity

Panel Members will not be asked to participate in Job Matching Panels for their own job, or for clusters or families including their own job. It is the

responsibility of Panel Members to declare any other interests in the post/postholder to the HR department.

4. **Duty of Partnership**

Panel Members will work in partnership and fully respect the views and contribution of all Panel Members, ensuring that all decisions are reached through consensus.

PROCESS FOR JOB MATCHING

1. The HR department is responsible for:
 - Convening Job Matching Panels.
 - Providing members of staff with a questionnaire covering the effort factors for completion prior to the Job Matching Panel.
 - Maintaining records of Job Matching Panels, including membership, dates, posts considered and the profiles considered for each post.
 - Preparing schedules of job matching outcomes for consistency checking.
 - Receiving and communicating the outcomes of Job Matching Panels.
2. The HR department will provide the Job Matching Panel with:
 - A schedule of posts for matching.
 - A copy of the agreed job description for each post.
 - Any additional information relating to the posts.
 - The contact names and numbers for the members of staff and their managers.
 - Copies of national profiles that may be relevant to the posts.
 - Access to the CAJE system.
3. The HR department will arrange for the member of staff and their manager to attend the Job Matching Panel to provide additional information to support the job matching process where appropriate. Where there is more than one person occupying the same job, the staff concerned will decide which person will represent the group at the Job Matching Panel. Where it is not possible for the member of staff or manager to attend in person, questions can be asked by telephone, email or in writing. Guidance will be provided for people attending matching panels.
4. One member of the Panel will be nominated by the Panel to act as Chairperson to ensure that:
 - There is the opportunity for free and frank discussion.
 - Members respect the right of each panellist to voice their opinion.
 - The panel remains focused on the job in hand.
 - Once consensus has been reached the panel members stand by that decision.
 - The Chair does not have an additional casting vote.

5. One member of the Panel will be nominated by the Panel to act as the Panel Administrator to ensure that:
 - Information is collected and recorded, including information from interviews with member/s of staff and their managers.
 - The job matching form is completed on the CAJE system – using wording for each factor that has been agreed through consensus by the Panel.
 - The outcomes are communicated to the HR department.

6. The Job Matching Panel will:
 - Confirm the possible profile matches for the post.
 - Read the job description, person specification, organisational chart and any other job information and the selected national profiles.
 - At any stage in the process, identify additional information that may be required from the member/s of staff and/or manager to complete the job matching process.
 - At any stage in the process, interview the member of staff and/or their manager to obtain the additional information that is required.
 - The Panel may request further information e.g. completed job evaluation questionnaire.
 - Identify what appears to be the nearest profile match first. This must be from the same occupational grouping as the job to be matched.
 - Compare the profile job statements with the job description, person specification and any other available information. The available information must be consistent with the profile job statement and from the same occupational grouping.
 - If the job duties broadly match, complete job matching section on CAJE system as follows:
 - On a factor-by-factor basis, complete the matching form boxes with information about the job to be matched from the job description or other sources.
 - For each factor, compare the information on the form with that in the selected profile and determine whether they match. The information does not have to be exactly the same as that from the profile, but should be equivalent to it.
 - It may be necessary to repeat the process against more than one national profile.
 - Where the post does not match a national profile, a 'no match' will be recorded and the job referred to the HR department to organise for consistency checking and job evaluation.
 - In a limited number of specific circumstances, where for example, matching failure against the matching rules was on only one or two factors and the likely outcome is very clear to matching panel members, the hybrid matching/evaluation procedure described in section 9 of the NHS Job Evaluation handbook can be used.

7. **Consensus**

- The Panel must reach a consensus decision on the outcome.
- Where it is not possible to reach a consensus decision, any panellist can request the intervention of an independent job matcher to facilitate resolution and/or provide clarification. This will be recorded on the job matching form stating the name of the person and the information given.
- Exceptionally, where it is still not possible to reach a consensus decision, this will be recorded on the job matching form and the post referred to a second Job Matching Panel.

8. Completed job matches will be forwarded to the HR department who will forward the outcome for consistency checking.

9. **Consistency**

This paragraph should be read in conjunction with section 11 of the NHS Job Evaluation Handbook.

10. The Local Job Evaluation Group (LJEG) will check the Job Matching outcomes to ensure that decisions made by Job Matching Panels are consistent. Completed Matching Forms will be checked to ensure that all the boxes have been filled in and reasons given in relation to the job in question. The outcomes will be checked for consistency against:

- Other matches completed by the same and other matching panels.
- Other local matches within the same occupational group and job family.
- Other local matches within the same pay band.
- National profiles for the same occupational group and pay band.

The LJEG will refer any apparent inconsistencies back to the original Job Matching Panel with any queries and/or comments. The matching panel will review the match in question and answer any queries or make amendments to the original match, as appropriate.

10. When consistency checking is complete, the HR department will inform the member/s of staff and their managers of the outcome provide a copy of the completed job matching form and relevant national profile and explain what to do in the case of disagreement.

11. Where it is not possible to match a job to a national profile, the HR department will inform the member/s of staff and their manager and instigate the process for full job evaluation.

AGENDA FOR CHANGE

PROTOCOL FOR JOB ANALYSIS

1. AIMS OF JOB ANALYSIS

The aims of job analysis are to:

- Ensure that full and accurate information is available for the Evaluation Panel.
- Provide an opportunity for the jobholder to explain their job and be asked face-to-face questions.
- Increase understanding between those involved – jobholder, line manager, staff representative, job analysts and evaluators.
- Allow information to be clarified and checked.

This Protocol should be read in conjunction with the NHS Job Evaluation Handbook section 10.

2. JOB ANALYSIS TEAMS

A team of two trained Job Analysts, one representing Management and one representing Staff Side, will conduct job analysis interviews.

The role of the Job Analysts is to:

- Ensure that the JAQ is produced to agreed standards, equality, requirements and timescale.
- Ensure all parties are satisfied with the job analysis process.
- Check and test the information provided by the jobholder to ensure accuracy and clarity.
- Check that the JAQ instructions have been followed correctly.

3. CODE OF CONDUCT FOR JOB ANALYSIS

3.1 Duty of Commitment

Job Analysts agree to comply with the job analysis interview schedule. If a Job Analyst is unable to attend a scheduled job analysis interview, it is their responsibility to identify a replacement and notify the HR department. If, due to exceptional and unforeseen circumstances, a Job Analyst becomes unavailable to attend a scheduled interview at short notice, they will notify the HR department as soon as possible.

3.2 **Duty of Confidentiality**

All information relating to the job analysis process and outcomes will remain confidential to the Job Analysts and HR department. All documentation used during the job analysis process will be returned to the HR department including any hand written notes made by Job Analysts.

3.3 **Duty of Integrity**

Job Analysts will not be asked to participate in job analysis interviews for posts in clusters or families including their own job. It is the responsibility of Job Analysts to declare any other interests in the post/postholder to the HR department.

3.4 **Duty of Partnership**

Job Analysts will work in partnership and fully respect the views and contribution of their job analysis partner.

4. **PROCESS FOR JOB ANALYSIS**

The jobholder completes the Job Analysis Questionnaire (JAQ) as far as possible seeking assistance from their line/PDR manager and trade union representative or colleagues (this may include colleagues trained in job analysis).

The line/PDR manager is responsible for allowing the jobholder(s) time to enable the completion of the JAQ.

Where there is more than one jobholder, one person should be nominated by all the jobholders to complete the questionnaire and to be interviewed.

The completed draft JAQ needs to be agreed by the line/PDR manager.

The outcome of this step is a draft JAQ.

The draft JAQ is supplied to the HR department.

4.1 HR is responsible for:

- Convening job analysis interviews, including date, time, location and ensuring that the jobholder knows who will be interviewing them.
- Providing Job Analysts with an electronic copy of the jobholders draft JAQ at least one day in advance of the interview.
- Ensuring that a computer is available for the job analysis interview.
- Maintaining records of job analysis interviews, including membership, dates and the posts considered.
- Receiving the analysed, verified and signed off JAQs for job evaluation.

4.2 The Job Analysts will meet prior to the interview to plan questions and agree a structure for the interview.

4.3 The jobholder is interviewed by a team of two trained job analysts, one representing management and one representing staff. The aim of the interview is to check, complete, improve on and verify the draft JAQ by, for example:

- Checking that the JAQ instructions have been followed correctly.
- Filling in information and examples where required questions have not been answered or have been inadequately answered.
- Checking closed questions against examples given and the statement of job duties.

Agreed changes to the draft JAQ can be made during the interview on the electronic version (tracking of changes is advised).

The outcome of this step is an analysed and amended draft JAQ.

4.4 The amended draft JAQ is checked by the line/PDR manager and then signed off by the jobholder, line/PDR manager and both Job Analysts. If there are any differences of view between the jobholder and line/PDR manager over the information on the JAQ, this should be resolved, with the assistance of the Job Analysts, if necessary, by reference to factual records, diaries or equivalent. Any more fundamental disagreements, e.g. over the job duties or responsibilities, should be very rare and should be dealt with under existing procedures including if necessary the grievance procedure.

The outcome of this stage is an analysed, verified and signed off JAQ.

4.5 Analysed, verified and signed off JAQs will be forwarded to the HR department who will co-ordinate the process for job evaluation.

AGENDA FOR CHANGE

PROTOCOL FOR JOB EVALUATION

1. **AIM OF JOB EVALUATION**

The aim of job evaluation is:

- Where a post cannot be matched to a national job evaluation profile, to assign posts to pay bands within the national Terms and Conditions of Service.

This Protocol should be read in conjunction with the NHS Job Evaluation Handbook section 10.

2. **PANEL FORMAT**

Job evaluation panels will consist of a minimum of three members comprising a mix of management and staff side representatives, all of whom will have completed formal job evaluation training.

3. **CODE OF CONDUCT FOR PANEL MEMBERS**

3.1 **Duty of Commitment**

Panel members agree to comply with the Job Evaluation Programme. If a panel member is unable to attend a scheduled panel meeting, it is their responsibility to identify a replacement and notify the HR department. If, due to exceptional and unforeseen circumstances, a panel member becomes unavailable to sit on a scheduled panel at short notice, they will notify the HR department as soon as possible.

3.2 **Duty of Confidentiality**

All information relating to the job evaluation process and outcomes will remain confidential to the job evaluation panel and HR Department. All documentation used during the job evaluation process will be returned to the HR department including any hand written notes made by Panel members.

3.3 **Duty of Integrity**

Panel Members will not be asked to participate in job evaluation panels for their own job, or for clusters or families including their own job. It is the responsibility of panel members to declare any other interests in the post/postholder to the HR Department.

3.4 **Duty of Partnership**

Panel members will work in partnership and fully respect the views and contribution of all panel members, ensuring that all decisions are reached through consensus.

4. **PROCESS FOR JOB EVALUATION**

4.1 The HR department is responsible for:

- Convening job evaluation panels.
- Maintaining records of job evaluation panels, including membership, dates and posts considered.
- Preparing schedules of job evaluation outcomes for consistency checking.
- Receiving and communicating the outcomes of job evaluation

4.2 The HR department will provide the job evaluation panel with:

- A schedule of posts for evaluation.
- A copy of the agreed and signed Job Analysis Questionnaire (JAQ) for each post.
- The contact names and numbers for the members of staff and their managers.
- Access to the computer system for the panel meeting.
- Blank job evaluation forms.

4.3 One member of the panel will be nominated by the panel to act as Chairperson to ensure that:

- There is the opportunity for free and frank discussion.
- Members respect the right of each panellist to voice their opinion.
- The panel remains focused on the job in hand.
- Once consensus has been reached the panel members stand by that decision.
- The Chair does not have an additional casting vote.

4.4 One member of the panel will be nominated by the panel to act as the Panel Administrator to ensure that:

- The job evaluation section of CAJE is completed.
- The outcomes are communicated to the HR department.

4.5 The job evaluation panel will:

- Validate the closed question answers against the examples and statement of job duties. This should normally be straightforward, virtually automatic process.
- Analyse and evaluate the closed and open-ended information on those factors where 'automatic' evaluation is not possible.

- Only where necessary, seek further information from the job analysts and/or jobholder, where the information is inadequate. At the extreme, this could involve sending a badly completed and/or analysed JAQ back to the jobholder and job analysts to repeat the job analysis process. More commonly, it might involve asking the jobholder or line manager for a specific piece of information to resolve a query at the border between question categories or factor levels.
- Check the provisional evaluation for consistency on both a factor-by-factor and total score basis against both national profiles and other local evaluations.
- Input the validated factor analyses/evaluations factor by factor into CAJE for evaluation, scoring and weighting. Any cross-check anomalies messages on potentially inconsistent factor assessments thrown up by CAJE will be checked by the panel.
- Complete all the relevant boxes including those requiring job evidence. The computerised JAQ is the complete record of the process, to be made available to the jobholder in case of query.
- The outcome of this stage is a factor-by-factor evaluation of the job, together with a total weighted score and an explanatory rationale.

4.6 **Consensus**

- The panel must reach a consensus decision on the outcome.
- Where it is not possible to reach a consensus decision, any panellist can request the intervention of an independent job evaluator to facilitate resolution and/or provide clarification. This will be recorded on the job evaluation form stating the name of the person and the information given.
- Exceptionally, where it is still not possible to reach a consensus decision, this will be recorded on the job evaluation form and the post referred to a second job evaluation panel.

4.7 Completed job evaluations will be forwarded to the HR department who will arrange consistency checking.

5. **CONSISTENCY**

5.1 This paragraph should be read in conjunction with section 11 of the NHS Job Evaluation Handbook.

5.2 The local Job Evaluation Group (LJEG) will check the job evaluation outcomes to ensure that decisions made by job evaluation panels are consistent. Completed job evaluation rationales will be checked to ensure that all the CAJE boxes have been filled in and reasons given in relation to the job in question. The outcomes will be checked for consistency against:

- Other evaluations completed by the same as other evaluation panels.
- Other evaluations within the same occupational group and job family.
- Other evaluations within the same pay band.
- National profiles for the same occupational group and pay band.

- 5.3 The local Job Evaluation Group (LJEG) will refer any apparent inconsistencies back to the original job evaluation panel with any queries and/or comments. The job evaluation panel will review the evaluation in question and answer any queries or make amendments to the original evaluation, as appropriate.
- 5.4 When consistency checking is complete, the HR department will inform the member/s of staff and their managers of the outcome, provide a copy of the completed job evaluation form and explain what to do in the case of disagreement.